Sustainability Report

Highlights of the Company's
2025 performance toward
the Klabin 2030 Agenda



Klabin

Summary

Message from management	3
Report	6
Klabin	8
KODS	19
Corporate governance	22
Renewable future	28
Sustainable economy	37
Prosperity for people	66
ESG Highlights	77
Glossary	82

Klabin



Message from management

The year 2025 required resilience and adaptability from companies around the world, and we responded to this situation with discipline and efficiency. Against a backdrop of global economic fluctuations, tariff barriers and structural changes in production chains, the Company's business model demonstrated strength by maintaining its competitiveness and making progress in key stages of the harvest cycle.

The investments made in recent years—including the ramp-up of paper machines 27 and 28, the development of the Piracicaba II Plant (Figueira Project) and the integration of the forest assets acquired through the Caetê Project—strengthened Klabin's operational efficiency and enhanced its ability to respond to market conditions. Performance also varied across the Company's markets throughout 2025.

At the beginning of the year, pulp prices were higher due to lower global supply, but the situation changed in the second half as inventories normalized, seasonal demand in Europe weakened and tariff uncertainties intensified, particularly affecting short-fiber pulp. In the paper markets, paperboard faced more moderate demand and heightened international competition throughout the year, while containerboard benefited from a more balanced global environment, supported by the closure of virgin-fiber capacity in key producing regions. In packaging, the Brazilian market maintained stable volumes, with Klabin's corrugated cardboard business outperforming the sector, as measured by the Brazilian Paper Packaging Association (Empapel). This performance was driven by the expansion of the customer base through strategic contracts, greater exposure to essential segments such as food, and support from the ramp-up of Piracicaba II, reinforcing integration as a foundation of the Company's competitiveness.

In 2025, adjusted EBITDA totaled R$7.848 billion, up 7% from 2024. This increase was driven by higher paper and packaging prices, higher sales volumes across all business segments and the depreciation of the Brazilian real against the U.S. dollar. The Company's sales volume in 2025 increased by 138,000 metric tons compared with the previous year, while net revenue grew 5% over the same period. Despite market instability, the Company's cash cost remained stable compared with 2024 and within the guidance provided to the market for the year.

Disciplined capital allocation enabled Klabin to reduce its leverage by 0.6x during 2025 and lower the average cost of its dollar-denominated debt from 5.7% to 5.2% per year. In line with our Dividend and Interest on Equity Policy, we distributed R$1.2 billion in shareholder returns, corresponding to a dividend yield of 5.3%. In addition, on December 8, 2025, the Company announced the distribution of R$1.1 billion in interim dividends, to be paid in four equal installments in 2026.

In 2025, we began the succession process for the Paper Director and Chief Financial and Investor Relations Officer positions. The process was conducted transparently, based on a plan coordinated with the Board of Directors and focused on knowledge management and dissemination. These changes reaffirm our commitment to developing and preparing our people for present and future challenges.

Last year, we reviewed our double materiality assessment and integrated it into our risk management and internal controls. This work is already reflected in this report. Throughout the year, Klabin was once again recognized among the global leaders in the ESG agenda: it was included on CDP's Triple A List for water, forests and climate change management; it scored 86 points in the Dow Jones Best-in-Class Indices, once again featuring in the World Index; and it participated in B3's Corporate Sustainability Index (ISE) for the 13th consecutive year. In addition, the Company joined the global group of organizations that follow the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD). These achievements and recognitions place Klabin among the global leaders in terms of environmental governance, comprehensive disclosure and significant progress toward environmental resilience.

In January 2025, the Company's new greenhouse gas emissions reduction targets were approved by the Science Based Targets initiative (SBTi). This commitment, already underway, represents an even more ambitious contribution to mitigating the effects of climate change and reinforcing Klabin's role in developing a sustainable economy.

The progress made in 2025 underscores Klabin's strength as well as the consistency of its strategy. The Company remains committed to enhancing its operational efficiency, maintaining disciplined capital allocation and generating sustainable value for its stakeholders.

We thank our employees, investors, customers, suppliers, communities and everyone who places their trust in Klabin's business and contributes to our journey.

Message from Klabin's Board of Directors and Executive Board

Report



This report presents Klabin's performance throughout 2025, the main challenges faced during the period and the actions taken to promote the Company's growth, aligned with the Klabin Sustainable Development Goals. The content covers the period from January 1 to December 31, 2025, including information related to 2026 whenever relevant.

The structure of the sections and topics presented reflects the process of reviewing the Klabin Sustainable Development Goals' targets and expanding their approach to **double materiality**. This adaptation demonstrates the Company's commitment to improving its sustainability management approach based on new internal drivers, emerging global disclosure needs and market best practices. As part of this change, Klabin is already preparing to meet the disclosure requirements established by the International Financial Reporting Standards (IFRS), S1 (Sustainability-related Financial Information Disclosures) and S2 (Climate-related Disclosures).

Klabin's new materiality framework will continue to undergo periodic reviews, including calibration with the Company's risks incorporated into the material topics, material events, progress toward targets associated with the topics, as well as follow-up actions recommended by the Sustainability Commission and Sustainability Committee.

Additional information about the double materiality process is available on the ESG Panel

ESG PANEL →

New materiality framework



Cross-cutting topics

Klabin's Culture, Innovation Management, Production and Logistics, Risk Management



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How do you create a business that is resilient, flexible and impossible to replicate? For Klabin, that is possible through leadership, adaptability, a team mindset and the continuous pursuit of efficiency. These elements, key competencies of the Klabin Attitude, have been instrumental in enabling this century-old company to become Brazil's largest producer and exporter of packaging paper and sustainable paper packaging solutions.

After 127 years of history and many achievements, the Company continues on its path of evolution . To that end, it aspires to become a global leader in responsible solutions that address society's constant transformations through renewable, recyclable and biodegradable forest-based products with multiple applications.

Along this path, Klabin seeks to make a positive impact on the world, contributing to a sustainable economy that prioritizes the planet's prosperity and inspiring the choices of end consumers. This is how the Company seeks to create value for everyone who places their trust in its work—whether investors, employees, partners or customers—and for society as a whole.

Highlights

21 INDUSTRIAL PLANTS
across 10 Brazilian states and one in Argentina

911,000
hectares of forests

CAPACITY TO PRODUCE
1.6 million metric tons of pulp and 2.8 million tons of paper per year

MORE THAN 18,000
employees

Businesses



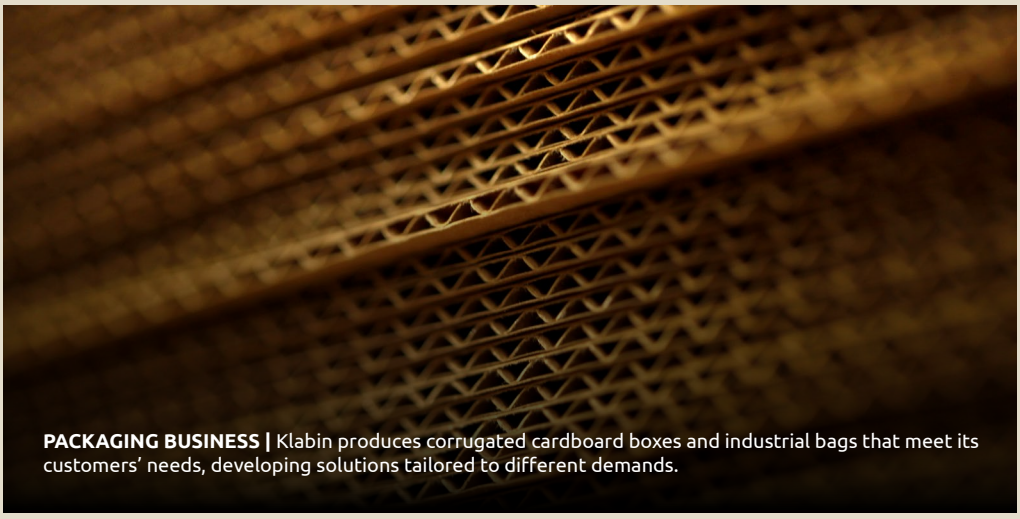
FORESTRY BUSINESS | The Forestry Business manages 413,000 hectares of planted pine and eucalyptus forests that supply the wood used as raw material for Klabin's products. One of the highlights of its operations is mosaic forest management, a pioneering technique recognized worldwide that creates ecological corridors and connects them with areas of native vegetation, helping conserve soil and protect springs, fauna and flora.



PULP BUSINESS | Klabin is the only company in Brazil that produces and supplies three different types of pulp to the market: short fiber, long fiber and fluff pulp. Production takes place at the Ortigueira Plant in Paraná and meets the standards required for the manufacture of products ranging from tissue products to writing paper.



PAPER BUSINESS | The Company is Brazil's largest producer and exporter of packaging paper. The paperboard and kraftliner manufactured by Klabin are made from long-fiber and short-fiber pulp, enabling the delivery of high-performance products.



PACKAGING BUSINESS | Klabin produces corrugated cardboard boxes and industrial bags that meet its customers' needs, developing solutions tailored to different demands.

Products

Klabin's products are made from renewable and recyclable sources. The ability to diversify fibers (short and long) enables the development of solutions tailored to different customer needs. Klabin's broad and high-quality portfolio has positioned the Company in high value-added niche markets.

Click the links below to learn more about each product:

- Wood
- Long-fiber pulp
- Short-fiber pulp
- Fluff pulp
- Kraftliner
- Sack kraft
- Paperboard
- Recycled paper
- Corrugated cardboard boxes
- Industrial bags

Reconhecimentos

S&P Dow Jones Best-in-Class Indices

Dow Jones Best-in-Class Indices

Klabin remains among the global leaders in the Containers & Packaging sector in terms of economic performance, governance practices, and social and environmental performance. During this cycle, the Company scored 86 points, maintaining its place in the Global index.

Índice de Sustentabilidade Empresarial ISE

ISE

For 13 years, the Company has been included in the Corporate Sustainability Index (ISE) of the São Paulo Stock Exchange (known as B3).

CDP DISCLOSURE INSIGHT ACTION

CDP Triple A rating

The Company achieved the highest possible score for the three assessed areas: Climate Change, Forests, and Water Security. In 2025, only 23 organizations among the more than 22,000 that reported data worldwide achieved this rating.

Sustainability Yearbook 2026
Meet this year's top performers.

Fifth time in the Sustainability Yearbook

The Company is among the Top 5% in The Sustainability Yearbook 2026, a global publication by S&P Global based on the Corporate Sustainability Assessment (CSA). Klabin scored 86 points in the evaluation.

Main awards

Exame magazine's "Melhores e Maiores" ranking

Klabin was named the best company in the Paper and Pulp sector in the annual Melhores e Maiores (Best and Biggest) ranking conducted by Exame magazine. This was the 11th time the Company received this recognition.

Época Negócios 360º Award

Klabin was also rated the best company in the Paper and Pulp sector in the 2025 edition of Época Negócios 360º, an annual publication by Época Negócios magazine in partnership with the business school Fundação Dom Cabral. In the same publication, Klabin ranked first in the ESG / Social and Environmental Challenge category, which highlights corporate performance with regard to environmental, social and governance practices.

Exame magazine's "Best ESG Performers" ranking

For the second consecutive year, Klabin topped the Melhores do ESG (Best ESG Performers) ranking in the Paper, Pulp and Forest Products category. This ranking is organized by Exame magazine with support from business school Ibmec.

Forbes Agro 100

Klabin ranked 20th in this ranking. Forbes Agro100 brings together the 100 largest agribusiness companies in Brazil, ranked according to metrics such as revenue, financial performance, industry standing and impact on the production chain.

Transparency Trophy

Klabin won the Transparency Trophy in the "Companies with Revenue from R$5 Billion to R$20 Billion" category. Organized by the National Association of Finance, Administration and Accounting Executives (Anefac), this awards program recognizes companies with the best transparency practices in accounting information disclosed to the market through their financial statements.

EcoVadis Platinum Medal

Klabin ranked among the Top 1% of the best-performing companies assessed over the past year, scoring 87 out of 100 points, its highest score ever. The annual assessment considers criteria related to Environment, Labor and Human Rights Practices, Ethics and Sustainable Procurement. Klabin achieved the highest possible score in the Environment category, reflecting the advancement of its sustainable practices.

Supplier Sustainability Award 2025

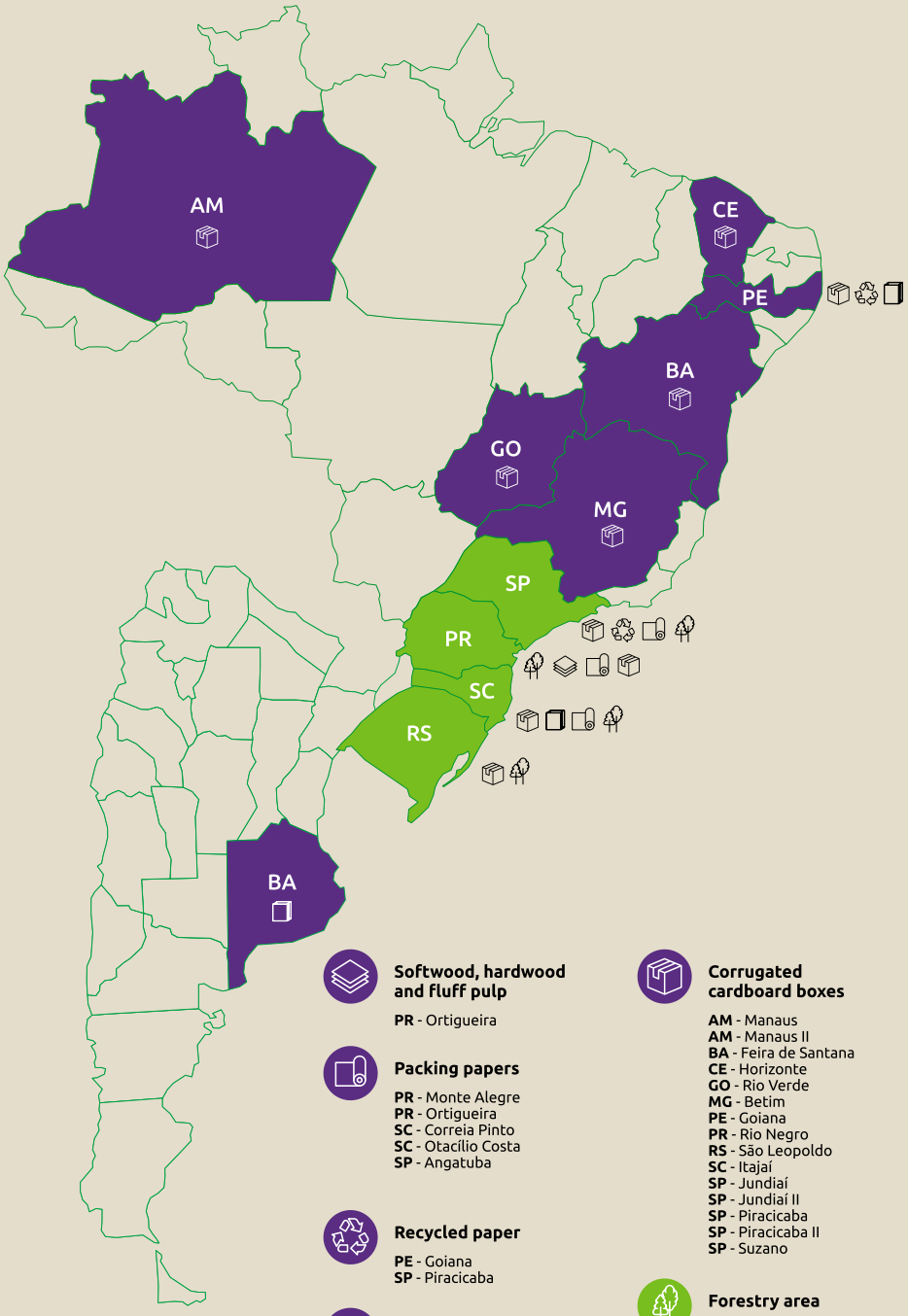
Klabin was the only company among Tetra Pak suppliers to earn a 100% environmental performance score in the Supplier Sustainability Award 2025, in the Base Materials category.

Embanews Awards

Klabin was recognized in two categories in the 2025 Embanews Awards, one of Brazil's most prestigious awards programs in the packaging sector. Klabin won the award for Slip Sheet—an innovative alternative to traditional pallets—in the Raw Materials or Packaging Inputs category. In the Sustainability category, the Company received an award for its Wicket Paper Bag.

Map of operations

Klabin has plants in ten Brazilian states and in Argentina. Its forestry operations span four Brazilian states. In addition, the Company has offices in the United States and Austria.



Softwood, hardwood and fluff pulp

PR - Ortigueira

Packing papers

PR - Monte Alegre
PR - Ortigueira
SC - Correia Pinto
SC - Otacílio Costa
SP - Angatuba

Recycled paper

PE - Goiana
SP - Piracicaba

Industrial bags

PE - Goiana
SC - Lages
ARG - Pilar

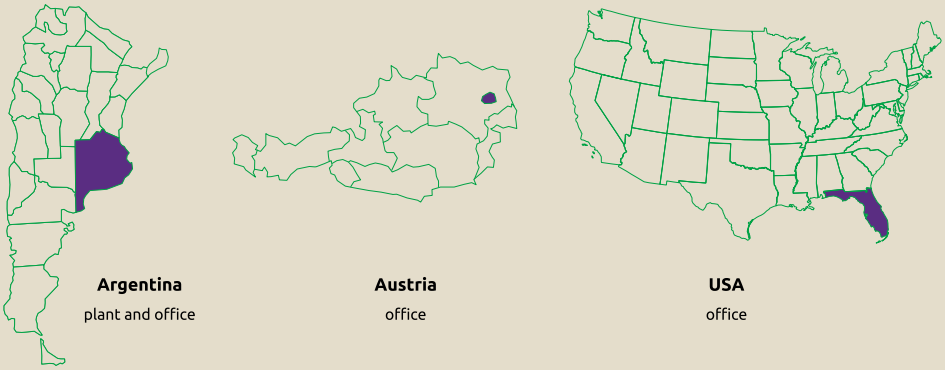
(Pilar is a city located in the Province of Buenos Aires.)

Corrugated cardboard boxes

AM - Manaus
AM - Manaus II
BA - Feira de Santana
CE - Horizonte
GO - Rio Verde
MG - Betim
PE - Goiana
PR - Rio Negro
RS - São Leopoldo
SC - Itajaí
SP - Jundiaí
SP - Jundiaí II
SP - Piracicaba
SP - Piracicaba II
SP - Suzano

Forestry area

PR - Paraná
RS - Rio Grande do Sul
SC - Santa Catarina
SP - São Paulo



Argentina
plant and office

Austria
office

USA
office

International presence: The Company has commercial offices in the United States and Austria.

Forests as a competitive advantage

Klabin's forests cover an area of 911,000 hectares, 41% of which is conserved. . The Company has 413,000 hectares of productive areas. Of this total, 58% consists of pine and the remainder eucalyptus. This unique asset base, predominantly made up of pine, provides access to long fiber, which is important for manufacturing stronger products. Its privileged location, with well-distributed rainfall throughout the year and mild temperatures, combined with forest species well adapted to the region and excellence in forest management, enables high productivity and competitive costs.

A year of consolidation for the Forestry Business

The year 2025 consolidated the integration between Klabin and the resources incorporated through the Caetê Project, which involved the acquisition of approximately 150,000 hectares previously owned by Arauco in the state of Paraná. The Company gained a more accurate understanding of how to incorporate the equipment into its routine operations and worked on integrating processes, people, and suppliers, repositioning them within the work plan for the coming years.

In production terms, the ramp-up of Paper Machine 28 and the progress of Paper Machine 27 at the Ortigueira Plant in Paraná established a production level with a new consumption profile and product mix. This required the Forestry area to review wood supply processes across the entire production and logistics chain in order to ensure supply and improve wood quality standards. This was an in-depth and multidisciplinary effort involving the Forestry and mill areas of Planning, Quality, Production, Projects, and Controllership (read more in "**Integration between teams and redefinition of parameters**"). The pursuit of continuous improvement has also relied on the expertise of the Klabin Technology Center (CTK), which initiated projects to strengthen the interface between Forestry and the mills.

The period was also marked by the search for technologies to support the optimization of forestry production and strengthen employee safety (see "**INTEGRA+**" and "**Safety Master Plan**"

Throughout this journey, the Forestry Master Plan, established in 2024, was essential in guiding activities. The year's main initiatives are listed below.

INTEGRA +

This project seeks to make our forestry operations increasingly efficient, safe and competitive through investments in the adoption of new technologies, employee training, team integration and the development of new processes.

With this initiative, Forestry processes were reviewed to identify opportunities and best practices that could be scaled across other areas of the business. The connection with the **Smart Project**, particularly in the Silviculture area, will enable the monitoring of fieldwork quality with the support of technology. The integration also strengthened the interface between Forest Research and Silviculture, highlighting the importance of applying production recommendations based on studies to increase productivity (read more in "**Highlights from Forest Research**").

One of the strategic pillars of INTEGRA+ is the mechanization of Silviculture, an activity strongly impacted by the continuous reduction in the availability of rural labor. With advancements in technology and machinery, it is estimated that more than half of Klabin's Silviculture operations will be mechanized.

The use of drones also stands out for the application of herbicides and fertilizers, as well as for aerial imaging for multiple purposes, already integrated into operational processes. The adoption of these technologies has led to significant gains: planting has become faster and more precise, costs have been reduced and seedling survival rates have improved.

Safety Master Plan

In 2025, a robust action plan was developed, comprising more than 900 initiatives to be implemented between 2025 and 2027. To support this effort, Klabin conducted an in-depth analysis of all its activities and risks, categorizing them into three operational pillars: Road Safety, Silviculture Safety, and Forestry Operations. Each pillar presents a distinct set of challenges, requiring the development and implementation of tailored solutions.

Among the identified challenges is the active control of road operations, involving more than 4,000 vehicles deployed daily across operations, including trucks, buses, and light vehicles. This includes monitoring deviations related to speed limits, working hours, and routing, among others. A broad initiative, supported by a new 24-hour Security Operations Center, will enable monitoring, control, oversight, and training of nearly 5,000 drivers working daily across operations.

To mitigate these risks, Klabin implemented the following measures:

- Redefined maximum speed limits across routes, based on assessments of critical segments.
- Adopted new technology and installed devices and cameras across all vehicles to enable monitoring and control through the new Operational Security Center (OSC), which maintains active communication with drivers throughout their routes.
- Implemented an alcohol interlock system in the truck fleet. This technology prevents the vehicle from starting if the driver is found to be under the influence of alcohol. Trucks in Santa Catarina are already equipped with the device, and the remaining fleet is expected to be fully implemented throughout 2026.

In the Forestry operational area, an important safety enabler is Superar (Surpass), a continuous improvement methodology. The model adopted in the mills was redesigned to reflect Forestry's specific context and was implemented in pilot areas in 2024. In 2025, it was expanded to 13 modules, out of a total of 40. Superar encourages employees to adopt autonomous management practices, reinforcing equipment care and strengthening quality and safety standards.

Integration between teams and redefinition of parameters

Integration between Forestry teams, mills, and support areas such as Research and Development and Continuous Improvement is essential to ensure the supply of wood with the appropriate specifications for production, in the required volumes. In 2025, these professionals established joint agendas to discuss solutions to the challenges they faced.

Another good example of multidisciplinary collaboration was the redefinition of supply parameters, such as how long wood can remain in the field before being transported to the mill and the species mix that should be used in production. This review, which directly impacts pulp and paper production, highlighted an opportunity to update the Forestry Business's transportation structure, initiating the development of a new model.

Forest roads

The roads used for harvesting operations, timber transportation and replanting are prepared by Klabin. To this end, the Company extracts certain materials, such as gravel, lateritic soil and rock, which are used to surface and maintain these roads.

In 2025, Klabin used 508,323 m³ of gravel for road maintenance, surfacing and grading. The Company also provided gravel to municipal governments for use on local roads. Of the material extracted, 86.4% came from Klabin's own operations and 13.6% from third-party operations.



Pine forest in Santa Catarina

Monetization of areas

With the Caetê Project, the Company gained 60,000 hectares of surplus productive land available for monetization. In 2025, as this monetization strategy advanced, Klabin received R$ 2.7 billion in investments through partnerships with TIMOs (Timber Investment Management Organizations).

To execute this asset monetization initiative, the Company established a multidisciplinary team comprising professionals from Commercial, Planning, and Forest Management areas. The team operates under a structured and dedicated agenda for land evaluation and potential market assessment. This approach enables the design of competitive, standalone processes with applicability across multiple economic sectors, creating new negotiation opportunities.

In 2025, as a result of this project, land sales were completed in the third and fourth quarters. This strategy strengthens the Company's cash position without impacting raw material supply and is expected to continue over the coming years.

Production destinations

Klabin currently exports products to more than 90 countries, in addition to serving the Brazilian market.



Road

Argentina, Bolivia, Chile, Paraguay and Uruguay

Marítmo

1.6 MM tons per year

Present in 96 countries

91 Container
7 Breakbulk
5 Road

*Sales to these countries are conducted through intermediaries.

Agile transportation through integration

Klabin has an integrated, robust logistics system that coordinates road, rail and maritime transportation for distributing its products throughout Brazil and around the world. In 2025, even amid a turbulent period for global maritime logistics due to geopolitical issues, the Company surpassed the milestone of 1 million metric tons of products exported in containers and 100,000 tons exported through this same mode in the month of December alone, corresponding to approximately 4,700 40-foot containers.

This record result cements Klabin's position as Brazil's largest exporter of goods shipped in dry containers (source: Datamar).

These strong results can be attributed to the engagement of internal teams and suppliers, integration between the logistics area and other sectors at Klabin, strategic process management and infrastructure investments made by the Company in recent years. Our export performance underscores the importance of the Klabin Container Terminal, which centralizes the rail transport of pulp and paper produced at the Monte Alegre and Ortigueira plants in Paraná to the Port of Paranaguá, also located in Paraná. This facility has the capacity to store 2,500 containers simultaneously and is connected to the Paranaguá Container Terminal (TCP) by rail.

The Klabin Port Terminal maintained its productivity in line with expectations in 2025. The terminal's main feature is its capacity to load pulp bales and rolls, as well as paper, directly into ships' holds (breakbulk mode).

For 2026, the key word is efficiency, with a focus on maintaining the strong indicators achieved. The expectation is that deliveries under Stage B of the Smart Project will support teams in process management. In addition, a new system will be implemented to enhance governance and control over container shipments, increasing productivity and efficiency in export processes.

Learn more about the Klabin Container Terminal and Klabin Port Terminal.

KBT E PAR-01 →

Coastal shipping and logistics efficiency in Klabin's operations

Some of the ships departing from the Port of Paranaguá in Paraná continue on to other ports along the Brazilian coast to supply Klabin's packaging plants in the North and Northeast regions of the country. This system, known as coastal shipping, brings gains in road safety and sustainability by removing thousands of trucks from the roads, consequently reducing carbon emissions. This mode also enables the Company to maintain more competitive costs.

95%

of Klabin's coastal shipping operations are dedicated to supplying packaging plants in Brazil's North and Northeast regions.

AROUND

7,000

truck trips were avoided in 2025 due to the use of maritime coastal shipping transportation.



Klabin Sustainable Development Goals (KODS)

Midterm assessment

The year 2025 represented the midterm milestone for the targets established as part of the Klabin Sustainable Development Goals. After five years of work, significant progress can be seen in several indicators, demonstrating the Company's commitment to these topics and to its strategic growth plan.

During this period, results related to water consumption and renewable energy use exceeded the long-term targets established for 2030. Both topics are currently classified by the Company as double materiality topics, meaning that efficient management in these areas generates benefits both for operations and for society as a whole.

Regarding the circular economy, the circularity case target was achieved ahead of schedule, reflecting Klabin's consistent efforts to incorporate circularity into its operations and throughout its value chain. Integrated work with partners, suppliers and customers has made it possible to create applied solutions with measurable environmental, operational and economic gains, consolidating circularity as a practical driver of value generation and efficiency for the business.

In 2025, there was also significant progress in reducing industrial waste sent to landfills and in suppliers' social and environmental performance.

It is worth noting that the Company linked some targets to **Sustainability-Linked Bond (SLB)** and **Sustainability-Linked Loan (SLL)** financial instruments. In 2025, the year in which Klabin's performance was verified under the SLB framework, the Company demonstrated compliance with the three targets related to this instrument: water consumption per metric ton produced, industrial waste disposal in landfills, and species reintroduction.

Continuous progress toward these targets has highlighted the need for the Company to review and update its objectives in light of the new circumstances in which it operates. One example is the revision of emissions-related targets, which have become more ambitious in response to efforts to limit the increase in the planet's average temperature.

The Company continues to invest in advancing the maturity of its safety culture in order to achieve its targets of maintaining a lost-time injury frequency rate below 1 among direct and indirect employees, reducing the severity rate of accidents to below 50, and achieving zero life-changing injuries (read more in **Occupational Health and Safety**).

Regarding the target of reaching 30% women in leadership positions by 2030, Klabin recorded a decrease of 0.45 percentage points compared to 2024. The Company considers that there is room to accelerate this indicator in the medium and long term through initiatives focused on attraction, development, and succession (read more in **Inclusive workspace**).

The targets' evolution can be tracked on the dashboard available on the ESG Panel:

ESG PANEL →

The topic review process began in 2024 and continued until June 2025. It was conducted through the following stages:

1	Analysis of alignment between existing Klabin Sustainable Development Goal topics and mandatory sector topics, in accordance with the European Sustainability Reporting Standards (ESRS)	→	This analysis consolidated overlaps and simplified the presentation of the Company's material topics. As a result, **12 material topics and four cross-cutting and enabling topics** for the business and operations were redefined.
2	Financial materiality analysis (risks and impacts)	→	The topics were analyzed based on the **methodology adopted for Klabin's Risk Management Matrix,** and the calculation took into account the following aspects: occurrence, maturity of internal controls and likelihood of risk occurrence.
3	Stakeholder and environmental impact consultation and analysis	→	**28 interviews were conducted with representatives of external stakeholders,** including critical suppliers, major customers across all business areas, industry associations, sector experts and nongovernmental organizations. This analysis considered an external consultation conducted by a third party with stakeholders for some of the topics, as well as an aggregation of existing primary data in areas such as organizational climate, social and environmental aspect and impact matrices, human rights due diligence and technical reports that already included stakeholder impact scores aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD).
4	Creation of Double Materiality Matrix	→	The topics are assessed based on the following dimensions: **stakeholder impact** (severity versus likelihood), and **financial impact** (financial impact versus vulnerability from Klabin's perspective). The double material topics are considered to have the greatest impact on both Klabin and its stakeholders. All the topics are materially relevant and require a review and/or establishment of targets.
5	Validation of new materiality assessment	→	The participants in the validation process included: Sustainability Commission, Risk Commission, Executive Board, Sustainability Committee, Audit and Related Parties Committee, and Board of Directors.
6	Monitoring of indicators for assurance	→	The materiality process underwent external third-party verification.



Corporate governance

Commitment to best practices and transparency

Klabin's actions and decisions are based on corporate governance best practices, grounded in integrity, transparency, fairness and sustainability.

To ensure continued high-performance management, the succession process for the Paper Business Commercial Director position and the CFO-IRO role was announced in 2025. Under the transition, Marcos Ivo moved from finance and investor relations to lead the Paper Department and was succeeded by Gabriela Woge, who had served for the previous three years as corporate finance and investor relations director.

The transition process followed a plan coordinated by the Board of Directors and provides for support from executives who previously worked in these areas in order to strengthen knowledge management.

Klabin is a signatory to the Brazilian Association of Publicly Traded Companies (Abrasca) Self-Regulation and Best Practices Code for Listed Companies, which establishes principles, rules and recommendations to enhance corporate governance, and is included in the Level 2 corporate governance segment of the São Paulo Stock Exchange (B3).

Recognized management

The performance of Klabin's leadership is recognized not only within the Company's day-to-day operations, but also by the market. One example is the Leaders of Brazil Award, which recognizes the talent, competence and commitment of the country's leaders as part of efforts to build a more competitive nation. In 2025, Klabin won this award in the Paper, Paperboard and Pulp category. Cristiano Teixeira, the Company's CEO, was also recognized for his performance in several areas:

- **RISI PPI Awards, CEO of the Year:** recognizing Klabin's consistent financial performance and delivery of major projects
- **2025 LatAm CEO of the Year:** award granted in recognition of his strategic vision and the Company's strong performance
- **Executivo de Valor (High-Value Executive):** recognizing business leaders who stood out for their management and results in 2024
- **Elite InfoMoney 2025:** a ranking of leaders in the Brazilian market

Synergy for efficient management

Klabin's main governance bodies are the General Shareholders' Meeting, the Board of Directors, the board's advisory committees, the Fiscal Council (an independent supervisory body required by Brazilian corporate law) and the statutory officers. All operate in an integrated manner to promote consistent results and strengthen the Company's sustainability. Learn about the responsibilities of each body:

GENERAL SHAREHOLDERS' MEETING

Klabin's highest decision-making body, it is responsible for annually reviewing the accounts of management, deliberating on the allocation of net income for the fiscal year, electing members of management, deliberating on amendments to the bylaws, and addressing other matters established by law or by the Company's bylaws.

BOARD OF DIRECTORS

It is currently composed of 14 full members and their respective alternate members, six of whom are independent. Its responsibilities, as defined in the Company's bylaws, include establishing the business objectives of the Company and its subsidiaries, electing and removing statutory officers, and overseeing their management.

STATUTORY OFFICERS

Composed of seven statutory officers (including the CEO)*, elected by the Board of Directors. The Statutory Executive Board is responsible for implementing the resolutions of the Board of Directors and representing the Company, in accordance with applicable law and the Company's bylaws.

*Updated as of July 7, 2026.

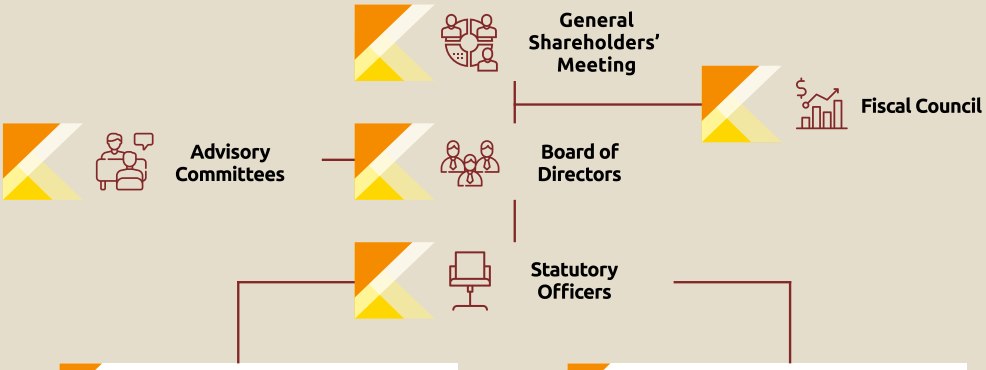
ADVISORY COMMITTEES

These committees advise the Board of Directors by evaluating and issuing opinions on matters within their responsibilities, which are defined in accordance with their respective internal regulations, approved by the Board of Directors. Klabin currently has an Audit and Related Parties Committee, a People and Culture Committee, and a Sustainability Committee.

FISCAL COUNCIL

This is an independent supervisory body, responsible for overseeing management's actions, reviewing the financial statements, issuing mandatory opinions and analyzing management proposals, in accordance with applicable legislation.

Organizational structure



Statutory Executive Officers

Cristiano Cardoso Teixeira
Chief Executive Officer

Maria Gabriela Woge Liguori
Chief Financial Officer and Investor Relations Officer

Antonio Alexandre Nicolini
Pulp Director

Douglas Dalmasi
Packaging Director

Marcos Paulo Conde Ivo
Paper Director

Sandro Fabiano Ávila
Forestry Director

Ricardo Cardoso
Industrial Director

Non-Statutory Executive Officers

Mariangela Daniele Maruishi Bartz
Legal, Integrity, Risk, Internal Controls, Communications and Institutional Relations Director

Christian Ariel Cetera
Management Officer

Board of Directors: regular members in 2026

Regular members	Alternate members
Alberto Klabin	Maria Silvia Bastos Marques
Amanda Klabin Tkacz - Chair of the Board	Daniel Miguel Klabin
Amaury Guilherme Bier*	Victor Borges Leal Saragiotto*
Celso Lafer*	Paulo Roberto Petterle*
Francisco Lafer Pati	Antonio Sergio Alfano
Horácio Lafer Piva	Henrique Guaragna Marcondes
Marcelo Mesquita de Siqueira Filho*	Marcelo de Aguiar Oliveira*
Mauro Gentile Rodrigues da Cunha*	Tiago Curi Isaac*
Paulo Sérgio Coutinho Galvão Filho	Maria Eugênia Lafer Galvão
Roberto Diniz Junqueira Neto*	Célio de Melo Almada Neto*
Roberto Klabin Martins Xavier	Lília Klabin Levine
Roberto Luiz Leme Klabin*	Marcelo Bertini de Rezende Barbosa*
Vera Lafer	Luis Eduardo Pereira de Carvalho
Wolff Klabin	Pedro Silva de Queiroz

(*) Independent member in accordance with the Brazilian Association of Publicly Traded Companies (Abrasca) Self-Regulation and Best Practices Code for Listed Companies

Fiscal Council: regular members in 2026

Regular members	Alternate members
Igor de Castro Lima	Antonio Marcos Vieira Santos
Louise Barsi	Tiago Brasil Rocha
Sergio Ladeira Furquim Werneck Filho	Raul Ricardo Paciello
Tomás Junqueira de Camargo	Carlos Maurício Sakata Mirandola

Advisory Committees: regular members in 2026

Audit and Related Parties Committee

- Amaury Guilherme Bier (Coordinator)
- Marcelo de Aguiar Oliveira
- Pedro Silva de Queiroz

People and Culture Committee

- Marcelo Bertini de Rezende Barbosa
- Roberto Diniz Junqueira Neto
- Wolff Klabin (Coordinator)

Sustainability Committee

- Henrique Guaragna Marcondes
- Maria Eugênia Lafer Galvão (Coordinator)
- Roberto Luiz Leme Klabin

Investor relations

The pursuit of consistent value creation and respect for the trust placed in Klabin by its investors are pillars of the Company's operations. Throughout 2025, several initiatives were carried out to strengthen dialogue with this audience. Efforts also focused on expanding the reach of channels for communication with shareholders and reinforcing the strategic messages conveyed to the market. The following are among the Company's investor engagement and communication initiatives:

Klabin Day

An annual event that highlights the Company's deliveries, reinforces its strategy and fosters closer relationships with investors, analysts, banks and the press. The agenda includes presentations by senior leaders, question-and-answer sessions and opportunities for in-depth discussions.

Klabin Invest

A channel offering video content, podcasts and quarterly newsletters focused on performance, sustainability and innovation. In 2025, the Company continued the regular distribution of the Klabin Invest newsletter, increasing the frequency of communication with its registered audience. Click here to access it.

IR website

Klabin's Investor Relations website is an essential transparency channel, bringing together relevant and up-to-date information on the Company's financial performance, strategy, corporate governance and key initiatives. Click here to access it.

As of December 2025, the Company reached 659,000 individual investors, highlighting the importance of accessible, transparent and ongoing communication with this audience.

Risk management

Risk management is a continuous and dynamic process, subject to ongoing review and improvement. In 2025, the Company made further progress in strengthening this area through the following initiatives:

- Adoption of a systemic and integrated approach to risk management, involving the Company's various business areas;;
- Development of additional indicators for risk assessment and monitoring;
- Ongoing assessment of action plans, with systematic monitoring of their implementation.

Throughout 2025, the double materiality process was consolidated, with the Risk Management area playing a key role in supporting the identification, assessment and prioritization of material topics, which were already integrated into the corporate risk matrix and reported to the Company's internal governance bodies.



Renewable future

Klabin's approach to climate change

In 2025, Klabin updated its Climate Transition Plan in line with the guidelines of the Task Force on Climate-related Financial Disclosures (TCFD). This document presents the Company's strategy for aligning its operations and value chain with a pathway compatible with limiting global warming to 1.5°C, as established by the Paris Agreement. The plan addresses climate-related risks and opportunities, as well as the mitigation, adaptation and resilience strategies adopted by the Company. In an integrated manner, interconnected environmental topics such as soil, water and biodiversity are also considered.

The Company is working to significantly reduce its greenhouse gas emissions by 2030 and achieve net-zero emissions by 2050. To support this goal, it established four new emissions reduction targets approved by the Science Based Targets initiative (SBTi), representing even more ambitious contributions toward limiting the rise in global average temperature.

The evolution of climate indicators over recent years demonstrates the consistent progress of this agenda, reflecting the strengthening of climate governance and the gradual implementation of concrete actions across Klabin's operations and value chain.

CLIMATE CHANGE

Reduce absolute Scope 1 and 2 emissions by 42% by 2030 compared to the 2022 base year. **Period: 2022 to 2030**

10.7%

0% 42%

CLIMATE CHANGE

Reduce absolute Scope 3 emissions by 42% by 2030 compared to the 2022 base year. **Period: 2022 to 2030**

19.2%

0% 42%

CLIMATE CHANGE

Reduce absolute Scope 1 and 2 emissions by 90% by 2050 compared to the 2022 base year. **Period: 2022 to 2050**

10.7%

0% 90%

CLIMATE CHANGE

Reduce absolute Scope 3 emissions by 90% by 2050 compared to the 2022 base year. **Period: 2022 to 2030**

19.2%

0% 90%

Note: As part of the process of updating its science-based targets, Klabin segmented its emissions into the Energy & Industry (E&I) and Forest, Land and Agriculture (FLAG) categories, in accordance with the SBTi methodology. E&I emissions cover industrial operations related to the production of paper, pulp and packaging, while FLAG emissions are associated with forestry activities such as cultivation and harvesting. Targets aligned with the 1.5°C scenario were approved exclusively for industrial emissions, as the SBTi methodology for defining FLAG targets is currently under review. The Company continues to monitor and participate in the SBTi methodology review process for setting FLAG targets and will submit its targets as soon as the updated version is published and considered appropriate.

Access the Climate Transition Plan ESG PANEL →

Evolution of climate management in the value chain

Reducing Scope 3 emissions is one of the priorities of Klabin's climate agenda. In 2025, the Company intensified its engagement with suppliers and customers through the "Klabin Transforma" (Klabin Transforms) Value Chain Program, with the objective of supporting the advancement of greenhouse gas emissions management across the value chain, encouraging suppliers and customers to better understand their carbon inventories and establish emissions reduction strategies.

As an initial step, suppliers and customers considered most relevant in terms of carbon dioxide equivalent (CO_2e) emissions were prioritized, followed by an assessment of these partners' level of maturity in greenhouse gas emissions management.

Based on this evaluation, three workshops were held for suppliers, bringing together nearly 200 participants. Each meeting was designed for a specific group within the value chain and covered content and guidance aligned with the needs identified at each stage of maturity, contributing to technical capacity building and the dissemination of best practices.

1º Workshop Greenhouse Gas Inventory	Suppliers at the beginning of their maturity journey	**91** participants	from **54** companies
2º Workshop Greenhouse Gas Inventories for the Forestry Sector	Guidance for Forestry Business suppliers	**32** participants	from **17** companies
3º Workshop Carbon Footprint and Setting Science-Based Emissions Reduction Targets	Suppliers that already have a greenhouse gas inventory	**62** participants	from **42** companies

Currently, 110 suppliers and 116 customers are part of the Klabin Transforma Value Chain Program, including suppliers of materials and service providers with greater climate relevance, as well as customers with a significant impact on emissions across the value chain.

These initiatives are essential for Klabin to more accurately understand where the main leverage points for value chain decarbonization are located, enabling the Company to guide engagement, cooperation and technical support actions in a progressive and structured manner.

Climate initiatives and commitments endorsed by Klabin

Business Ambition for 1.5°C – Our Only Future

A global initiative led by the United Nations that encourages companies to align their decarbonization strategies with the goal of limiting the increase in global average temperature to 1.5°C above pre-industrial levels, in line with the Paris Agreement.

GHG Protocol

An international program that promotes standardization and transparency in the preparation and disclosure of corporate greenhouse gas emissions inventories, contributing to stronger climate management and data-driven decision-making.

Brazilian Public CO_2 Emissions Registry

A platform coordinated by the think tank and university Fundação Getúlio Vargas (FGV) under the Brazilian GHG Protocol Program, which compiles and publicly discloses corporate GHG emissions inventories. The Company's participation reinforces its commitment to transparency, comparability and the high-quality disclosure of climate information to the market and society.

Race to Zero

A global UN campaign that brings together state and non-state actors committed to the progressive reduction of greenhouse gas emissions, with the goal of achieving net-zero carbon emissions by 2050, in line with climate science.

Science Based Targets initiative (SBTi)

An initiative that develops methodologies and technical criteria to support companies in setting emissions reduction targets aligned with climate science and the objectives of the Paris Agreement.

Renewable energy

The share of renewable sources in the Company's energy mix remained stable at 93.4%. This is the third consecutive year that Klabin has remained above the 2030 target of 92%, and the expectation is that this target will soon be revised. The aim is to continue increasing the use of renewable energy in the coming years, in line with the Climate Transition Plan strategy.

Positive results

In 2025, Klabin continued to reduce its specific water consumption, achieving a 41.13% decrease compared to the 2018 base year and exceeding the corporate target established for 2030 of a minimum 20% reduction ahead of schedule.

This performance reflects the combination of operational gains and stronger water management at industrial units, including optimization of the relationship between water withdrawal flow and discharge flow, expansion of measurement and monitoring systems, and implementation of initiatives focused on reducing losses and waste. These advances enabled a reduction in total water withdrawal despite production growth during the period.

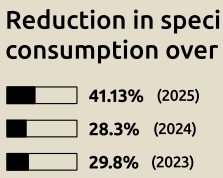
In particular, the Monte Alegre Plant in Paraná achieved a significant reduction in water withdrawal associated with process optimization and improved operational controls. The Ortigueira and Piracicaba II plants also contributed by maintaining high water performance and efficiency in resource use. Integrated work among operational areas, supported by multidisciplinary groups, was essential to delivering these results.

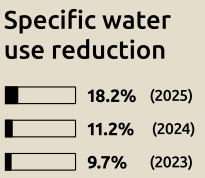
The specific water use metric tied to leaders' variable compensation* also showed strong performance. A total of 21.1 m³ of water per metric ton of product was withdrawn, surpassing the 22.17 m³/ton target established for 2025.

*20% of this group's variable compensation is tied to performance against sustainability targets (climate, water, community relations, diversity and safety).

Reduction in specific water consumption over time







Base year: 2018

Water security

In addition to ongoing efforts to reduce water consumption, the Company also has targets under the Klabin Sustainable Development Goals related to water security and socially responsible water management:

- In 2025, Klabin maintained initiatives that contribute to water security in 18 priority municipalities, out of a total of 21 where it has industrial operations. The year's focus was on expanding environmental education initiatives to additional schools with the support of the Klabin Transforma Caiubi Program. In total, 360 professionals from municipal schools received training on water security in Paraná, São Paulo, Santa Catarina, Rio Grande do Sul and Bahia;

- Despite the addition of land acquired through the Caetê Project and the resulting increase in areas under the Company's management, the proportion of forestry operations using socially responsible water management remained stable at 96.6%. This type of management integrates the needs of communities, ecological processes and forest production. The entire methodology developed by the Company is being applied to the newly acquired areas.

Best practices shared with the value chain

Klabin has been expanding the scope of the Klabin Transforma Value Chain Program (see more in "Climate change and energy") to include water security, progressively engaging strategic suppliers and customers. This initiative aims to strengthen relationships across the value chain to expand knowledge about water management practices, water use reduction targets and management associated with water use and availability.

The engagement strategy includes the structured collection of information related to water use, with focusing on partners with significant water consumption located near the Company's operations or in regions characterized by higher water stress. The program also promotes the sharing of experiences, best practices and initiatives focused on water use efficiency, with the goal of encouraging the joint advancement of the value chain in water management.

Collaborative engagement with suppliers and customers contributes both to improving the environmental performance of operations and to mitigating risks associated with water security, reinforcing an integrated and preventive approach to managing the issue.

Less waste sent to landfills

In 2025, further progress was made toward the target under the Klabin Sustainable Development Goals of eliminating the disposal of industrial waste in landfills, delivering performance in line with expectations. During the period, 99.49% of industrial waste generated was reused or sent for recycling, representing an increase of 0.14 percentage points compared to the previous year.

To sustain and expand these results, the Company structured an Integrated Waste Management Plan, covering all industrial units. This initiative provides for the periodic monitoring of actions related to the topic, with a focus on identifying alternative disposal methods and improving segregation processes at plants.

In parallel, in coordination with the Research, Development and Innovation areas and the Klabin Technology Center, solutions are being evaluated for waste that still lacks viable reuse options. Technological and economic challenges remain significant factors to be overcome for the continued expansion of the waste recovery rate.

Focus on circularity

Last year, Klabin achieved its target under the Klabin Sustainable Development Goals of developing 10 circular economy benchmarking cases in partnership with different stakeholders, including customers, suppliers and other value chain participants. These initiatives reflect the strengthening of the Company's collaborative efforts to promote circular solutions throughout the life cycle of its products.

Projects are evaluated based on technical and strategic criteria defined in the Corporate Circular Economy Procedure, which guides the prioritization, classification and monitoring of initiatives, enabling alignment with corporate strategy and circular economy best practices.

Learn about the active cases:

Ekomix®

100% paper-based dissolvable packaging for cement and mortar that eliminates packaging waste by integrating it directly into the concrete preparation process. Developed in partnership with a cement producer, the solution reduces environmental impacts by eliminating the need for packaging disposal.

Ekolayer®

Mono-material packaging (made from a single type of raw material) that is recyclable and eliminates the use of plastic film, increasing product shelf life and reducing environmental impacts. Recognized for its innovation, Ekolayer® represents progress in design for circularity.

Paper trim circularity with M. Dias Branco

A model that reintegrates paper trim into the production of new packaging. The solution closes the material cycle and strengthens circular practices between industry and customer.

Installation of voluntary drop-off points

Implementation of selective waste collection in 52 residential condominiums in the city of São Paulo, including environmental education and joint operations with cooperatives. The project improves the quality of recyclable materials and generates income for waste collectors.

Klabin Transforma Program – Circular Territory

This program is a leader in promoting the productive inclusion of recyclable waste collection cooperatives, infrastructure improvements and income generation. In the municipalities where it operates, it employs a cross-functional approach that includes public sector engagement and training, environmental education initiatives, mapping of major waste generators with the potential to supply materials to cooperatives, and development of the legal framework required to strengthen selective waste collection.

Sulfuric acid plant

This plant produces sulfuric acid from non-condensable gases generated in the industrial pulp and paper production process, reducing emissions and the need for external transportation of key inputs for the Company. In addition, in-house production has resulted self-sufficiency for the Ortigueira Plant in Paraná, created new revenue streams through the sale of surplus volumes and generated operational gains.

Potassium sulfate plant

The Company set up a potassium sulfate recovery plant that uses ash generated from boilers to produce high-value fertilizer, reducing waste generation, dependence on external suppliers and price volatility, while replacing a large share of the mineral NPK (nitrogen, phosphorus and potassium) fertilizer used in forestry. This solution is pioneering in the global pulp and paper sector.

Production of soil conditioner

Klabin produces soil conditioner from dregs, grits (solid waste generated during pulp production) and ash waste, replacing limestone used in forest management. As well as reducing waste sent to landfills, the production of the soil conditioner helps avoid the extraction of natural resources and lowers input costs. More than 80,000 metric tons of the product have already been applied in forests.

Dregs used to make rubber inputs

At the Ortigueira Plant in Paraná, Klabin partnered with Oxitec to build a plant operated by the partner focused on using dregs waste to produce chemical formulations applied in the rubber industry. In practice, the initiative provides an alternative to products derived entirely from fossil sources.



Farmer from Lages (SC), benefited by the Klabin Transforma Matas Sociais Program.

Ecosolo and circularity

Ecosolo, a fertilizer developed from industrial waste generated by Klabin and distributed to family farmers through the Klabin Transforma Matas Sociais (Community Forests) Program, reinforces the Company's practical application of circular economy principles. The solution promotes waste recovery and productive reintegration, contributing to the efficient use of resources and support for sustainable agricultural practices.

The initiative was featured in the documentary Novas Raízes – Escolhas do Futuro (New Roots – Choices for the Future), produced through a partnership between Warner Bros. Discovery, Casa Redonda and the Brazilian Planted Forests Association (Ibá). Available on the HBO Max platform, the film highlights experiences and solutions focused on the future of the bioeconomy and sustainability in the forestry sector.

Clique here to watch the trailer.

Protecting biodiversity means protecting the future

As a forest-based company, the evolution of our business is directly linked to biodiversity conservation and the maintenance of ecosystem services. Therefore, five of the 23 Klabin Sustainable Development Goals are tied to this topic. The Company's work is guided by the Biodiversity and Ecosystem Services Conservation Plan, which incorporates globally recognized reference standards.

In 2025, three biodiversity-related targets showed progress (distribution of native seedlings, partnerships/research, and mapping of wildlife-vehicle collision hotspots) compared to the previous period, while two (species reintroduction and number of fauna species dependent on high-quality forests) remained stable. See the updated indicators below:

BIODIVERSITY

Maintain and increase the proportion of fauna species dependent on forests of high environmental quality. **Period:** 2019 a 2030

75%

0% 100%

BIODIVERSITY

Maintain at least six partnerships / research projects per year based on nature conservation and biodiversity studies. **Period:** 2019 a 2030

14

0 6

BIODIVERSITY

Reintroduce at least two species that are proven to be locally extinct and promote population reinforcement of another four threatened species. **Period:** 2019 a 2030

2

0 6

BIODIVERSITY

Have 100% of wildlife-vehicle collision hotspots mapped and covered by accident reduction initiatives. **Period:** 2019 a 2030

38%

0% 100

BIODIVERSITY

Provide 1 million native tree seedlings for the restoration of degraded areas. **Period:** 2019 a 2030

67.6%

0% 100%

Access additional information about management of this topic on the ESG Panel ESG PANEL

Engagement with best practices

The Company reinforced its commitment to transparency and biodiversity conservation by becoming a TNFD Adopter. By incorporating the recommendations of this framework, it is possible to enhance risk management and gain greater insight into financial opportunities related to biodiversity, land use, water use and climate change.

Biodiversity has been part of Klabin's strategy since its founding. Even before joining the global initiative, Klabin had already been working on initiatives that connect the conservation agenda to its strategic planning and investment decisions:

- Development of the Biodiversity and Ecosystem Services Conservation Plan, aligned with TNFD guidelines, with the goal of achieving a net biodiversity gain by 2050;
- Development of a database focused on biodiversity management.

Julio Nogueira, Sustainability and environment executive manager

"When preparing our double materiality assessment, we prioritized water, climate and biodiversity topics, which are directly linked to nature management. By directing efforts toward these topics, we have the opportunity to maximize their positive impact and minimize risks."

Species reintroduction

Species reintroduction work is carried out by Parque Ecológico Klabin (Klabin Ecological Park - PEK), located in Telêmaco Borba, Paraná. In addition to rescuing, rehabilitating and releasing wild animals, the team is also dedicated to breeding programs for endangered species.

In 2025, highlights in this area included the following:

- Monitoring campaigns for the black-fronted piping guan (*Aburria jacutinga*). New records indicate the gradual return of the species to the wild in the Campos Gerais region in Paraná. PEK identified the laying of an egg in a Company conservation area and, months later, recorded the sighting of a family group composed of two adults and two chicks in a natural environment. These milestones reinforce progress in the species' recovery process, as it had been considered extinct in the region for decades.;
- The release of three vinaceous-breasted amazons (*Amazona vinacea*), after completion of all stages of the adaptation process carried out at the Klabin Ecological Park. Since their release, the animals have remained around the park and continue to be monitored by specialists.

The Klabin Ecological Park's activities in 2025

MORE THAN	MORE THAN	BIRTHS	
460	**170**	**15**	**7,124**
rescues carried out	animal releases	monitored*	welfare activities for zoo animals

* 1 brown howler monkey, 2 pacas, 2 white-lipped peccaries, 2 dwarf brocket deer and 8 black-fronted piping guans.

Monitoring to help preserve biodiversity

The monitoring of fauna and flora species in High Conservation Value Areas (HCVAs) and other preserved forest areas owned by Klabin is carried out annually to assess the influence of operations on the environmental conservation of these areas. This initiative covers the states of Santa Catarina, São Paulo and Paraná and makes it possible to identify species with recognized conservation status, as well as those threatened with extinction according to the International Union for Conservation of Nature (IUCN). Learn about some of the initiative's results in 2025:

IDENTIFIED SPECIES
866 fauna species and 2,041 flora species

RECOGNIZED CONSERVATION STATUS
774 fauna species and 677 flora species

THREATENED SPECIES
26 fauna species 39 flora species



Sustainable economy

Flexibility that supports strong results

The year 2025 demanded resilience and adaptability from companies around the world and Klabin responded to this situation with discipline, efficiency and leadership.

In a context marked by global economic fluctuations, tariff barriers and structural changes in production chains, the Company's business model demonstrated strength by preserving competitiveness and advancing in key areas of its growth cycle.

The progress achieved in 2025 underscored Klabin's solidity and the consistency of its strategy. The Company remains committed to operational efficiency, disciplined capital allocation and the generation of sustainable value for all stakeholders.

Highlights of the period include the following:

ADJUSTED EBITDA
of R$7.848 billion, up 7% from 2024

CASH COST
R$3,225 per metric ton and CAPEX of R$2.8 billion, in line with guidance, demonstrating disciplined execution of investments and operational efficiency initiatives

U.S. DOLLAR-DENOMINATED LEVERAGE
of 3.3x, down 0.6x from 2024, in line with the Company's strategy

R$1.2 billion distributed to shareholders, representing a dividend yield* of 5.3%

* The dividend yield ratio shows the relationship between the dividend paid per share and the price paid for that share.

Debt management and cost reduction efforts also stood out during the year:

- Liability management[1] initiatives were responsible for optimizing the Company's capital structure. This enabled both a reduction in the average cost of U.S. dollar-denominated debt and the maintenance of a long-term debt maturity profile. As a result, the average cost of dollar-denominated debt decreased from 5.7% per year in 2024 to 5.2% in 2025;
- Extension of the debt maturity profile, with the average term reaching 85 months at the end of 2025 and a considerable reduction in amortization peaks over the next three years, contributing to lower refinancing risk and greater financial predictability;
- Renewal of US$500 million revolving credit facility, maturing in October 2030, strengthening liquidity reserves;
- Implementation of several initiatives aimed at reducing predominantly fixed costs, particularly personnel and service expenses.

The deleveraging trajectory contributes to a stronger financial position, allowing the Company to navigate the high-interest-rate environment with lower risk and greater flexibility for future decisions. In 2026, the Company will continue to employ a prudent and disciplined approach, supported by the strength of its business model and its operational flexibility.

[1]A financial strategy used by companies and institutions to optimize their debt profile, extend maturities, reduce financial costs (interest) and improve liquidity.

Pulp

Klabin's Pulp Business ended 2025 with a solid performance above plan, reinforcing its position as one of the leading global market pulp suppliers. As the only Brazilian company producing and marketing the three main types of pulp (short fiber, long fiber, and fluff pulp) Klabin combines portfolio diversification, operational excellence, and close customer relationships to capture opportunities even in challenging market conditions.

Total pulp sales volume exceeded the annual budget, driven primarily by the strong performance of fluff pulp. The Company achieved the highest sales volume of this product since the start of operations at the Ortigueira Plant in Paraná, with average prices above those recorded in 2024, even in a context of Brazilian real appreciation against the US dollar and pressure on international markets.

Klabin's commercial strategy enabled it to capture relevant opportunities in global markets. Among them, shipments to China stood out, supported by the reconfiguration of international trade flows following the imposition of tariffs between the United States and China. The Company's ability to respond quickly, combined with the geographic diversification of its customer base, contributed to strengthening competitiveness and sustaining business results.

The first quarter of 2026 already signals a gradual recovery in international pulp prices, a trend that is expected to strengthen sector prospects throughout the year. At the same time, Klabin maintains close relationships with its customers, reinforcing attributes such as quality, supply reliability, innovation, and technical support, key differentiators in the face of new pulp project entries in South America in the coming years.

R$ 2,382 million

in revenue from the sale of softwood pulp and fluff pulp, 5% higher than in 2024

1.544 million

metric tons of pulp sold in 2025, 6% higher than the volume recorded in 2024

Main business challenges

- Occasional operational instabilities at the Ortigueira Plant in Paraná during the first half of the year.
- Global market volatility driven by tariff disputes between the U.S. and China.
- Downward pressure on international pulp prices in the second half of the year.

Solutions implemented

- Rebalancing of the sales mix, prioritizing higher value-added markets and segments.
- Capture of commercial opportunities arising from the reconfiguration of global trade flows.
- Early logistical and commercial planning to mitigate the impact of international tariffs.
- Integration between operational and commercial areas, enabling full production recovery and the achievement of sales targets.

Packaging

Klabin recorded 4% growth in corrugated cardboard shipments compared to 2024, reaching 1.7 million m²shipments of 1.700 billion m², outperforming the market and gaining market share. Increased exports of protein and fruit products using packaging developed with virgin fiber, along with the ramp-up of the Piracicaba II Plant (Figueira Project) and Horizonte Plant, which improved customer service levels and delivery punctuality, drove this performance. In the fruit segment, for example, the business grew 13%, outpacing market growth of 5%. Despite cost pressures, it was possible to pass through price increases above inflation, improving profitability.

Still within the Packaging segment, the most challenging situation emerged in the industrial bags segment, where the imposition of tariffs led to lower exports. Production was then redirected to the domestic market, particularly to the construction segment.

R$6 billion

net revenue from the corrugated cardboard segment, up 14% from 2024

R$ 1.4 billion

revenue from the industrial bags segment, up 10% from 2024

Main business challenges

• Reduction in exports, sales volume and profitability in the Industrial Bags Business due to tariffs imposed by the U.S. government.
• Impacts on industrial bag exports and profitability caused by tariffs imposed by the Mexican government.

Solutions implemented

• Strengthened presence in the domestic construction market and expansion of customer base to offset losses in the foreign market, resulting in market share growth in Brazil.
• Negotiations with Mexican customers, with Klabin absorbing part of the tariff costs to avoid losing contracts.

Paper

International uncertainties and geopolitical tensions challenged Klabin in the foreign market in 2025 in the paperboard segment. In the domestic market, the year was marked by lower consumption of certain products. Even with a 2% reduction in paperboard sales volume compared to 2024, the business's net revenue increased 2%. In containerboard, the Company recorded an 11% increase in sales compared with 2024 and an 18% growth in net revenue, driven by its commercial strategy to expand kraftliner sales in new international markets.

R$2.3 billion

net revenue from containerboard in 2025, 18% higher than in 2024

R$4.6 billion

net revenue from paperboard during the period

One of the highlights of the year was the certification of Paper Machine 28 for the production of liquid packaging board (LPB), a high-tech paperboard product used in milk and juice cartons. This prepares the Company for global LPB growth. The startup of LPB production on Paper Machine 28 also reduces potential risks related to operational continuity, since Klabin has production across different plants and machines.

The Advance® line of white paperboard, one of the Company's strategic growth drivers, was successfully launched and is already being used by brand owners in several segments, such as pharmaceuticals, cosmetics and food.

As a hybrid machine, Paper Machine 28 allocated 40% of its production to paperboard and complemented its operation with other types of paper in the containerboard segment, such as kraftliner and White Top Liner.

Paper Machine 27 also recorded important progress in productivity and availability. The machine performed above its design speed while maintaining production quality.

Main business challenges

- Reduced demand in some paperboard categories.
- Tariffs imposed by the U.S. and Mexico.
- Decline in the U.S. dollar throughout the year.

Solutions implemented

- Use of available paper machine capacity for containerboard production, in line with the Company's flexible operating model.
- Launch of Advance® paperboard line, enabling entry into segments such as pharmaceuticals and cosmetics, as well as other packaging applications requiring white paperboard.
- Expansion of containerboard exports to new markets.

Focus on industrial performance and costs

In 2025, Klabin advanced its continuous process improvement efforts and achieved productivity gains at some plants. In Paraná, for example, the Ortigueira Plant experienced a non-recurring maintenance shutdown event in the first quarter but regained its stability after focused technical and management improvements, reducing losses. In Santa Catarina, replacing the headbox on Paper Machine 13, combined with operational continuity programs, helped maintain the stability of the Otacílio Costa Plant.

Another highlight was the effort to keep the Company's fixed costs within the planned budget. In this regard, management of supply chain inventories, especially wood, was essential. Through integrated work among different areas (read more in **Forestry**), new parameters were defined, contributing to more efficient inventory management.

ISO 14001 certification

In 2025, 100% of Klabin's industrial units became certified under ISO 14001, the international standard for environmental management systems. This certification indicates the adoption of standardized environmental management practices, including the establishment of performance indicators, periodic audits and ongoing team training.

The implementation of an environmental management system directly contributes to operational and environmental gains, reflected in greater resource use efficiency, improved productivity and advances in areas such as reducing waste generation and emissions associated with industrial operations.

Discipline in investments

In 2025, Klabin invested R$ 2.8 billion in its operations, a 15% decrease compared with 2024, in line with the guidance provided by the Company in a Material Fact published on December 9, 2025. The year's performance reflects lower investments in projects and diligent investment management, with predictability and discipline in capital allocation

Of the total amount invested, R$ 1.070 billion was allocated to forestry operations and the purchase of standing timber, in accordance with the forest management plan and planning for the period, and in line with the amount invested in 2024. In addition, R$ 1.002 billion was allocated to maintaining the operational continuity of the mills, also in line with the amount invested in 2024.

Investments in special projects (R$ 222 million) decreased by 72% compared with the same period of the previous year, mainly due to the start-up of the Figueira Project on April 22, 2024, as disclosed in a Material Fact published on the same date. In addition, during the period, the Company invested R$ 538 million in the Monte Alegre modernization project.

The Company has formal guidance for future capital investments, according to the **material announcement** published on December 9, 2025.

R$ MILLION	2025	2024	2023
Forestry operations and standing timber purchases	1,070	1,045	1,097
Operational continuity	1,002	988	879
Special projects	222	802	785
Monte Alegre modernization	538	144	7
Puma II Project	--	365	1,539
TOTAL	**2,832**	**3,344**	**4,307**

Performance of Piracicaba II and Horizonte plants

The Piracicaba II Plant in São Paulo State began operations in April 2024 and underwent a significant ramp-up process throughout 2025. The plant reached 65% of its capacity and is expected to reach 90% in 2026.

The industrial complex in Piracicaba has the capacity to produce 220,000 metric tons of corrugated cardboard packaging per year. It features state-of-the-art technology, bringing gains in safety, performance, quality, sustainability and costs. The unit's results have exceeded expectations.

The unit also boosted Eukaliner® production on Paper Machine 27 at the Ortigueira Plant in Paraná. Currently, the Piracicaba plant consumes around 80% of this output. Produced from 100% eucalyptus fiber, Eukaliner® has demonstrated excellent performance in corrugators, enabling faster production and lower basis weight.

In Ceará, investments made at the Horizonte Plant are generating better-than-expected results in terms of both volume and profitability. In the Company's most recent investment cycle, the facility received a new corrugator, increasing annual production capacity to 100,000 metric tons of corrugated cardboard and 60,000 metric tons of corrugated boxes. In 2025, the plant produced 60,000 tons of corrugated boxes.

New wood preparation line

Throughout 2025, the seventh wood preparation line at the Ortigueira Plant (Paraná) was implemented, following its approval in 2024. The new structure will strengthen the availability of raw materials in the volume and quality required to support production demand, while also creating opportunities for cost reductions over time.

Progress of modernization work at Monte Alegre Plant

The modernization work at the Monte Alegre Plant in Paraná, which includes the construction of a new recovery boiler (CDR3), progressed in 2025. Throughout the year, project and operations teams worked in an integrated manner to mitigate possible impacts at the start of the equipment's operation. During the site's general shutdown, the new boiler's systems were connected to the plant's other structures, preparing it for startup.

The new structure, which will replace equipment that has been operating since 1978, will deliver gains in safety, operational efficiency, cost reduction and greenhouse gas emissions, improving sustainability indicators. CDR3 is expected to begin operating by the end of 2026.

Construction of the new boiler is being financed with proceeds from a green debenture, a debt instrument that enables funds to be raised for projects with positive environmental impacts, issued in 2024.



Aerial view of the Otacílio Costa Unit (SC)

Completed work

In 2025, a system for collecting and treating diluted non-condensable gases was installed at the Otacílio Costa Plant in Santa Catarina, in compliance with a commitment made to the environmental agency. These gases are generated during the pulp manufacturing process and have a characteristic odor mainly associated with the presence of reduced sulfur compounds, which can cause discomfort if inhaled.

Following the implementation of the new system, non-condensable gases are now collected and directed to thermal treatment. This process significantly reduces the characteristic odors of the production process, contributing to mitigating odor perception near the plant.

Highlights

Focused on reinforcing best practices, the Company conducts an annual Integrity Training Program, comprising a series of initiatives to train Klabin professionals. In 2025, the following activities were carried out:

- **Anti-Corruption Workshop:** More than 1,000 employees participated in three sessions led by an external specialist. The topics addressed included relationships with public officials, and public and private corruption. Case presentations and debates were also held;
- **Competition Workshop:** More than 1,000 employees took part in this event, which explored topics such as competition law, best practices and sharing sensitive topics;
- **Trade Sanctions Workshop:** This event, which reached over 450 employees, addressed Klabin's Trade Sanctions Policy and Procedure and issues related to sanctions programs in the United States and European Union, among other subjects;
- **Support for Labor Best Practices Workshop,** held in partnership with the Company's Legal team;
- **Ethics Week:** In this edition, the topic addressed was "What is ethics and how does it permeate our relationships?" The activities stressed that respect is a non-negotiable value for the Company and that everyone is responsible for building a safe and ethical environment where discrimination and harassment are not tolerated.

The Company is committed to acting ethically, legally and with integrity in all its relationships. Employee practices are guided by the Code of Conduct and the Integrity Program, based on the pillars of prevention, detection, remediation and monitoring.

As part of the continuous management improvement process, some policies were reviewed or updated in 2025:

- Update of the Integrity and Ombudsman Channel Policy;
- Update of the Delegation of Authority Policy and Audit Policy.

An Operational Health and Safety Policy was also created.

Access the Integrity and Ombudsman Channel Policy ESG PANEL →

Integrity and Ombudsman Channel

Through Klabin's Integrity and Ombudsman Channel, any person, including employees, suppliers, customers or any other stakeholder, may safely and confidentially report situations that may represent violations of the Company's values, the guidelines established in its Code of Conduct, internal policies or applicable legislation. People may submit allegations anonymously or choose to disclose their identity, and good-faith whistleblowers are protected against any form of retaliation.

The channel is operated by an independent third-party company and managed by Klabin's Integrity area. It can be accessed every day of the week, at any time, in Portuguese, English and Spanish.

Website
www.canalintegridadeeouvidoria.com.br/klabin

Phone numbers
Brazil: 0800 718 7814 / Argentina: 0800 222 0545

Pioneering work that set a benchmark

Klabin is a pioneer in the certification of its processes and products: it was the first company in the sector in the Southern Hemisphere to receive Forest Stewardship Council® (FSC®) certification (FSC – C022516) for its forest areas, demonstrating the origin of its raw materials as early as 1998. In 2025, it became the first company in the world to certify non-timber forest products, including certified honey in Santa Catarina. These certifications can be viewed on **Klabin's website.**

One hundred percent of the wood used by the Company comes from areas certified or controlled in accordance with FSC® and Programme for the Endorsement of Forest Certification (PEFC) standards (PEFC/28-22-15) (PEFC/28-22-17), demonstrating compliance with responsible forest management requirements. Of Klabin's 991,000 hectares, 744,026.92 hectares are certified and are located across the states of São Paulo, Paraná, Santa Catarina and Rio Grande do Sul.

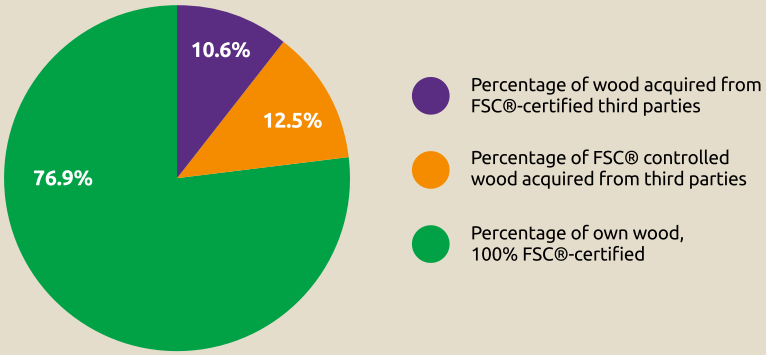
In 2025, forest management audits began to be conducted based on the new FSC® standard, which establishes stricter requirements and presents new challenges for the forestry sector. The Company's compliance in these audits demonstrates continuous improvement in the quality of its operational processes, adherence to applicable legislation and the strengthening of its responsibility across the environmental, social and economic pillars of forest management.

Learn more about Klabin's certifications: CERTIFICATIONS ›

Third-party wood traceability

Klabin's commitment to wood traceability extends throughout the supply chain. For the acquisition of third-party raw materials, the Company follows control and verification criteria at various stage of the supply process.

These controls include due diligence processes that assess aspects related to, environmental and legal compliance, and the social impacts of partner properties. This approach aims to demonstrate the responsible sourcing of wood, mitigate social and environmental risks, and promote practices aligned with the sustainability principles adopted by the Company.



The Company has a Wood Supplier Certification Program, offering specialized consulting services to local producers interested in obtaining forest management certification. In 2025, the initiative achieved the following highlights:

R$1,345,631.62

invested in the program in 2025

223

participating producers

68,909.79

hectares certified in the states of Santa Catarina and Paraná

Participants in the **Plante com a Klabin (Plant with Klabin) Program**, which invites local producers to cultivate pine and/or eucalyptus in a manner integrated with the existing activities carried out on their properties, are also encouraged to take part in forest certification initiatives, such as the Klabin Transforma Matas Legais (Klabin Forest Compliance) Program and the Small Producers Certification Program.

Habitat conservation

Currently, 41% of Klabin's forest area is dedicated to conservation and biodiversity maintenance. In addition to areas protected by law—Permanent Preservation Areas and legally mandated minimum areas of native habitat—this percentage includes five private nature reserves and 30 High Conservation Value Areas (HCVAs).

In 2025, a new reserve was officially established: the Samuel Klabin Private Nature Reserve. Located in Imbaú, Paraná, it covers 168.90 hectares of Atlantic Forest and is home to 267 flora species, seven of which are threatened with extinction, as well as 141 species of fauna, including birds, mammals, amphibians and one reptile species.

Learn more about Klabin's private nature reserves: KLABIN'S PRIVATE NATURE RESERVES →

In August 2024, Klabin obtained a preliminary injunction suspending the effects of two notices of violation issued by IBAMA involving Company areas located in Coxilha Rica, in the state of Santa Catarina. The Company operates in accordance with the Santa Catarina Environmental Code, which has already been declared constitutional by the Santa Catarina State Court of Justice (TJSC) and upheld by the Federal Supreme Court (STF) in a final and binding decision, while the notices of violation were based on an interpretation of the Atlantic Forest Law regarding "high-altitude grasslands."

The annulment action filed by Klabin resulted in the suspension of the effects of the notices of violation. However, IBAMA's appeal has not yet been ruled on, as the STF, within the scope of Direct Action of Unconstitutionality (ADI) 7811, ordered the suspension of all proceedings discussing the constitutionality of the Environmental Code of the State of Santa Catarina.

Restructuring to strengthen activities and pursue new goals

Throughout 2025, the programs and processes of the Social Responsibility and Community Relations area underwent a structural review. This initiative was important to improve processes, optimize the team's field operations, and modernize tools and methods to strengthen the Company's positive relationship with communities. The work focused on three areas:

STRUCTURING OF GOVERNANCE AND PROCESSES

Review and standardization of processes, workflows, manuals and indicators to increase the maturity level of social management

TERRITORIAL PRIORITIZATION AND RELATIONSHIP STRUCTURING

Development of a Social Prioritization Matrix to guide where and how to focus relationship-building efforts, impact prevention and local development

REVIEW OF KLABIN TRANSFORMA (KLABIN TRANSFORMS) PROGRAMS

Reassessment of the programs' scope, methodology and results, focusing on directing efforts toward greater impact, alignment with the business and institutional strengthening

The prioritization of municipalities took into account aspects such as local context, number of Klabin employees in the municipality, dependence on taxes generated by the Company's activities, planning of forestry operations in the coming years, areas impacted by increased truck traffic from Klabin operations and other indicators. This mapping will serve as a guide for strategic decisions, resource allocation and work focus.

Due to the review process, the **Klabin Transforma (Klabin Transforms)** programs also underwent a period of restructuring, critical analysis, pause and/or reduction of activities.

The **Programa de Apoio à Gestão Pública (Public Management Support Program)** underwent a thorough evaluation. After analyzing the results and contributions generated over time, the decision was made to conclude the initiative in its current format, recognizing that the program had fulfilled its role in driving positive progress for municipalities. It is worth noting that it should be reapplied in a targeted manner in new situations requiring this type of initiative, and that Semeando Educação (Sowing the Seeds of Education), Matas Sociais (Community Forests), Território Circular (Circular Territory), and Klabin Caiubi continue to represent forms of support for public management, albeit in a targeted way and aligned with Klabin's challenges. By addressing these specific topics, the Company contributes to stronger local communities, supporting local development and contributing to public policies in line with the Company's strategic demands.

The **Klabin Transforma Semeando Educação (Sowing the Seeds of Education) Program** will return in 2026 in a new format. It will be offered in 13 priority municipalities and will initially focus on school administrators. Expectations for this new phase include conducting a diagnosis of strengths and opportunities within the education systems of the municipalities, which will serve as the foundation for activities in the coming years. In addition, the program will help leadership teams support the emotional health of education professionals.

The **Klabin Transforma Matas Sociais (Community Forests)** program, whose purpose has been to strengthen production planning, support food sales and generate sustainable income, will also be revised. After 10 years of this journey, the Company began a broad restructuring process through workshops with strategic partners, seeking to learn from the program's history and results and to build its future for the coming years.



2025 SESI SDG Awards

Klabin received recognition in the 2025 SESI SDG Awards in the Social—Large Industry category for a case study about the Sowing the Seeds of Education Program. This awards program recognizes organizations that incorporate the United Nations 2030 Agenda into their strategies and operations, highlighting initiatives that positively impact workers, communities and the environment.

The award highlights the transformative role that companies play by integrating sustainable practices into their business strategies.

Social license to operate

In 2025, Klabin's acceptance rate among local communities reached 86.3%, the highest level since the Impact and Performance Assessment Survey* began in 2021. It is worth noting that the Company's goal is to remain above 80%. The continued improvement of this indicator reflects efforts to build a relationship of trust between the Company and the community.

This work is strengthened by local presence and the promotion of dialogue. Highlights of these efforts in 2025 include:

258 SOCIAL DIALOGUES
held in 48 municipalities

6 EDITIONS
of the Klabin in the Community event held, attracting over 3,000 visitors

20 MUNICIPALITIES
where Klabin conducted direct interactions and in-person meetings with public authorities

*This survey is conducted in municipalities with significant industrial or forestry operations in terms of social impacts, including in Paraná, São Paulo, Santa Catarina and Pernambuco. Eight dimensions are evaluated: perception of impacts, economic development, environmental preservation, job creation, commitment, image, social engagement and business.

Listening to the community

Klabin has several channels through which community members can submit questions, requests, suggestions, compliments and complaints. In 2025, the processes for recording, reviewing and responding through this system were revised to improve service quality.

- E-mail: faleklabinpr@klabin.com.br
- Phone numbers: 0800 728 0607 (Paraná/São Paulo) or 0800 721 0228 (Santa Catarina). Calls are free and the channel is available 24/7.

Klabin's website: KLABIN'S WEBSITE: →

Relationships with traditional communities

Work to identify Indigenous peoples, Quilombola communities (composed of descendants of runaway slaves) and Faxinal communities (villages in central Paraná that use land communally) underwent a review in 2025, based on an improved methodology. The process resulted in a reduction from 177 to 60 identified communities and the radius of influence was updated from 10 km to 5 km in relation to forest management areas. As a result of these changes, Klabin is focusing its support efforts on 16 neighboring communities, including 10 Quilombola, three Indigenous and three Faxinal communities.

In 2026, the Company will begin updating the characterization of these communities by holding meetings and visits to deepen its understanding of their specific characteristics, identify customary rights, understand their relationship with Klabin's neighboring areas and identify possible impacts generated by operations.

During the 2025 FSC® forest management audit, the criteria related to Indigenous or traditional communities under the new standard were fully assessed. The independent audit team identified compliance, demonstrating consistency in this relationship. Our work with traditional communities is based on the principle of free, prior and informed consent, which seeks transparency in relationships and respect for the decisions of these groups.

Donations and Sponsorships

In 2025, Klabin allocated R$ 22.08 million to more than 170 projects across 13 states and 71 municipalities in Brazil.

Klabin supports initiatives aligned with its Donations and Sponsorships guidelines, based on four pillars of action: culture and citizenship, development, education, and the environment.

In addition to these pillars, Klabin evaluates projects primarily based on geography and impact. One of its guiding principles is to prioritize supporting the development of communities located in the vicinity of its industrial and forestry operations.

- **Culture and citizenship:** we support projects that promote cultural attributes through artistic expressions across different regions of the country. We believe that encouraging sports and solidarity initiatives are important pillars for strengthening citizenship. We also work to preserve the memory of the Company and of communities connected to its foundation and development.
- **Development:** we contribute to the economic, social, and cultural strengthening of the communities where we operate, fostering planning capacities and participatory public management towards sustainable development.
- **Education:** we develop and support programs aimed at strengthening people's education through actions focused on improving management, infrastructure, and pedagogical practices.
- **Environment:** we develop programs to foster environmental awareness, biodiversity conservation, and best practices in the use of natural resources. We promote research and knowledge generation related to sustainability and strengthen environmental stakeholders through income-generation initiatives and programs.

Donations

Culture and Citizenship

INSTITUTION	PROJECT	DESCRRIPTION
Ação Comunitária do Brasil Vocação	Crê-Ser Program	Support children and adolescents aged 6 to 14 by promoting family and community engagement through activities focused on identity, arts, sustainability and citizenship.
APM Escola Municipal Dr. Euclides Marcolla	In-kind donation	Support manual and educational activities developed with students, fostering creative learning and social integration.
APM Escola Municipal Regente Feijó	In-kind donation	Support educational and artistic activities through the donation of paper mill by-products, encouraging creative learning and sustainable practices at the school.
APMF Escola Estadual Nossa Senhora de Fátima	In-kind donation	Contribute to the development of the school's daily activities and educational projects with students.
APMF Escola Municipal Professora Juventina Betim da Silva	In-kind donation	Contribute by donating paper rolls for the creation of educational displays and recreational activities with students.
APP Centro Educacional Vidal Ramos Junior	In-kind donation	Support the project Mateando as Raízes Vivas da Serra Catarinense, developed by the school's students, through the donation of paper rolls for artistic and cultural activities focused on regional identity.
Associação Centro de Ensino Religioso EJS	Jovens Ipanema Program	Maintenance and expansion of the Program's activities, focusing on strengthening community life, promoting cultural and social activities, and providing personal and professional development opportunities.
Associação Centro de Estudos de Liderança Pública - CLP	Municipalities Ranking	Improvement of public services through a tool that supports public managers with strategic data at the national level.
Associação Cultural ATID	Hybrid vocal and instrumental music workshops, Jewish culture and singing for youth	Promote hybrid singing and music workshops for young members of the Jewish community, encouraging artistic expression, cultural preservation and participation in community events.
Associação de Artesanato Tramatusa	In-kind donation	Support Tramatusa's handicraft activities through the donation of fita tusa, promoting sustainability and appreciation of the community's cultural heritage.
Associação de Moradores do Bairro Guarujá (AMBG)	In-kind donation	Provide paper mill by-products for workshops under the Entre Nós Program, used in crochet, knitting and sewing activities, fostering social integration and income generation.
Associação de Pais e Amigos dos Excepcionais de Bocaina do Sul (APAE)	In-kind donation	Support APAE's handicraft and occupational activities through the donation of fita tusa, contributing to the development of participants' skills and autonomy.
Associação de Pais e Amigos dos Excepcionais de Correia Pinto (APAE)	In-kind donation	Support the production of handicrafts, notepads and agenda covers made by APAE students, encouraging creativity and social inclusion.
Associação de Pais e Amigos dos Excepcionais de Lages (APAE)	In-kind donation	Support APAE Lages' educational activities and events through the donation of white and kraft paper rolls, encouraging the creative use of recyclable materials in educational workshops.
Associação de Pais e Amigos dos Excepcionais de Monte Castelo (APAE)	In-kind donation	Support APAE's handicraft and occupational activities through the donation of fita tusa, contributing to the development of participants' skills and autonomy.
Associação de Pais e Amigos dos Excepcionais de Otacílio Costa (APAE)	In-kind donation	Provide fita tusa for APAE's educational and handicraft workshops, encouraging creative activities and social inclusion for students.
Associação de Pais e Amigos dos Excepcionais de Papanduva (APAE)	In-kind donation	Support the development of educational and handicraft activities at APAE Papanduva, fostering creativity and inclusion among students.
Associação de Pais e Amigos dos Excepcionais de Sapopema (APAE)	In-kind donation	Contribute by donating fita tusa and paper rolls for handicraft workshops with students.
Associação de Pais e Amigos dos Excepcionais de Telêmaco Borba (APAE)	18th APAE Soup Festival	Promote community integration and raise funds to support APAE Telêmaco Borba's projects by providing recreational facilities, including children's play areas, to strengthen community ties.
Associação de Pais e Mestre da Escola Municipal Castro Alves	In-kind donation	Contribute to the development of the school's daily activities and educational projects with students.
Associação Desportiva de Telêmaco Borba (ADTB)	Institutional donation	Support the acquisition of sports equipment and essential materials for the institution's social and competitive sports programs, as well as the organization of official events.
Associação Projeto Fisio Onco	Fisio Onco Project	Physical rehabilitation and psychological support for socially vulnerable women who have undergone mastectomy.

Associação Sociedade de Cultura Artística - ASCA	2026 Season	Execution of the concert season, featuring performances by national and international artists and ensembles.
Cáritas Comunitária Itapoã	In-kind donation	Support the handicraft workshops organized by Cáritas Comunitária Itapoã, strengthening income generation and social development within the community.
Centro de Assistência Social Maria Imaculada	In-kind donation	Contribute by donating fita tusa, which will be used in handicraft workshops for mothers and children supported by the NGO.
Centro de Direitos Humanos e Cidadania Irmã Jandira Bettoni (CDHCIJB)	In-kind donation	Contribute paper mill by-products to initiatives that promote citizenship, ethics, peace and democracy, strengthening educational practices focused on human rights and the dignity of life.
Centro de Treinamento de Ginástica Artística	Artistic Gymnastics in Telêmaco Borba	Provide artistic gymnastics training for girls and boys aged 5 to 12 in the municipality of Telêmaco Borba, promoting access to sports. The project also reserves places for children living in socially vulnerable situations.
Centro Para Crianças e Adolescentes Ludovico Pavoni	Values, Virtues and Principles Program	Support for children and young people during after-school hours at Community Centers located in socially vulnerable areas in São Paulo.
Congregação Israelita de São Paulo (Templo Beth-El)	Pretzel Talks	Promote cultural gatherings featuring distinguished guests who share inspiring stories and impactful life experiences, addressing topics such as innovation, culture and purpose in an engaging and accessible format.
Congregação Israelita Paulista - CIP	Jewish Series	Production of Jewish-themed content series.
Fundação Américo de Viveiros	Integrated Social Assistance Project	Provide academic tutoring, computer classes, arts and sports activities for children and young people in vulnerable situations, strengthening social inclusion and development.
Fundação Cultural de Itajaí	Fundação Cultural de Itajaí	Support the production of decorative and scenic elements for the 2025 Carnival celebrations, promoting culture and sustainability.
Fundação Cultural Ema Gordon Klabin	Activity Maintenance Plan	Maintenance of facilities and continuation of cultural and educational activities.
Fundação Eva Klabin Rapaport Para Fins Culturais	Activity Maintenance Plan	Maintenance of facilities and continuation of cultural and educational activities.
Harmonia Clube	In-kind donation	Provide firewood for barbecue facilities and common areas of the recreational club, fostering social interaction and leisure among members.
Igreja Evangélica Assembleia de Deus	In-kind donation	Support community and religious events through the donation of paper rolls used during youth gatherings, prayer meetings and annual celebrations.
Insper Instituto de Ensino e Pesquisa	Scholarship Program	Provision of scholarships for students with family income below one and a half minimum wages.
Instituto Aspa	Basquete.com - Jundiaí (SP)	Offer after-school basketball classes combined with discussions on citizenship, values and rights, encouraging sports participation and civic education.
Instituto Cidadania Através do Esporte, Educação e Cultura	Women's Football (Futebol Delas) - São Paulo (SP)	Provide futsal classes and educational activities for girls aged 8 to 16 living in vulnerable situations, promoting health, self-esteem and social development.
Instituto Compartilhar	Volleyball Network (Vôlei em Rede)	Offer volleyball classes combined with values-based education for children and adolescents enrolled in public schools in Paraná, promoting discipline and social inclusion.
Instituto Museu da Pessoa	Museum in the Territory - Angatuba e Piracicaba (SP)	Encourage the documentation and appreciation of local memory through the collection of life stories, the production of documentaries and the development of collaborative cultural initiatives with participating communities.
Instituto Tomie Ohtake	Tomie Access 2025/2026	Mobilize public schools and social organizations to participate in guided cultural visits to the Tomie Ohtake Institute, including transportation, meals and creative activities tailored to different audiences.
Judô Clube Mogi das Cruzes	New Generation Judo – Suzano Center	Provide judo classes for 100 children and adolescents from public schools in Suzano (São Paulo), encouraging discipline, social interaction, and physical and social development.
Mitra Diocesana de Lages	In-kind donation	Provide paper mill by-products for the organization of a community gathering, to be used for table coverings and event decoration.
Movimento Familiar Cristão de Telêmaco Borba (MFC)	In-kind donation	Support a community event by providing paper mill by-products for venue decoration and use, encouraging the reuse of materials.
Paróquia São Pedro Apostolo	In-kind donation	Donate paper rolls for the construction of a Nativity scene at the parish.
Sociedade Beneficente das Damas Israelitas do Rio de Janeiro (Froien Farain)	Electrical Infrastructure Renovation	Upgrade the institution's electrical system by replacing outdated panels, circuit breakers and electrical outlets, improving energy efficiency and safety.
Sociedade de Concertos de São Paulo (Instituto Baccarelli)	Concert Performances Across the State of São Paulo	Expand access to music through free performances by the Heliópolis Orchestra and Choir in municipalities across the state of São Paulo, such as Piracicaba, promoting social inclusion through the arts.

Sociedade Israelita Brasileira de Organização, Reconstrução e Trabalho ORT (Escola ORT)	More Sports Project	Create sports and recreation facilities, including courts and leisure areas, encouraging health, social interaction and sportsmanship among students.
SWU Brasil	StandWithUS Brasil ID School 2025	Provide an interactive educational experience for young members of the Jewish community, strengthening identity and historical knowledge about Israel.
Tulipa Produções Artísticas LTDA	Recycling with Opera at School – Peter and the Wolf	Present free performances of the children's opera Peter and the Wolf and deliver educational workshops on the three Rs of sustainability (Reduce, Reuse and Recycle) in public schools in the city of Piracicaba.

Development

INSTITUTION	PROJECT	DESCRRIPTION
APMF Colégio Estadual Profa. Leopoldina Bittencourt Pedroso	In-kind donation	Support the school's educational and creative activities through the donation of paper mill by-products, promoting sustainable learning and social inclusion.
Asilo São Vicente de Paula	In-kind donation	Provide materials for handicraft workshops at the nursing home, encouraging occupational activities that contribute to residents' well-being and income generation.
Associação Cultural Comunitária Pró-Morato (Pró-Morato)	Pró-Formação 47	Deliver 437 hours of vocational training through Information Technology, Retail Customer Service and Logistics Assistant courses, in addition to complementary support activities over a two-year period. The program aims to prepare adolescents for their first job through apprenticeship programs, formal employment under Brazil's labor legislation (CLT) and paid internships.
Associação Cultural e Beneficente Beith Lubavitch	Art and Movement	Support children and adolescents living in vulnerable situations through music, dance and visual arts workshops led by qualified professionals, promoting inclusion and access to arts education in a welcoming environment.
Associação de Apoio à Saúde de Populações Remotas (ONG Zoé)	Surgical Expedition to the Amazon	Support the logistics, accommodation, transportation and meals for healthcare professionals, as well as the supply of medical materials and the transportation of surgical equipment from São Paulo to Pará.
Associação de Assistência à Criança Deficiente (AACD)	Hospital Partnership 2025	Support the continuity of AACD's healthcare services, a national reference in orthopedics and rehabilitation, by helping finance the institution's hospital management system.
Associação de Catadores de Materiais Recicláveis de Sapopema (Ascores)	In-kind donation	Donate bulk bags (big bags) to support the collection and sorting of recyclable materials at the cooperative's recycling facility.
Associação de Pais e Amigos dos Excepcionais de Bela Vista do Toldo (APAE)	In-kind donation	Support APAE's handicraft and educational activities through the donation of fita tusa, encouraging creativity and social inclusion among participants.
Associação de Pais e Amigos dos Excepcionais de Imaú (APAE)	In-kind donation	Provide fita tusa for manual and creative activities carried out by the institution, promoting hands-on learning and environmental awareness among students.
Associação RenovaBR	RenovaBR Leadership Program	Develop a new generation of political leaders through classes, mentoring and practical workshops, supporting local initiatives in hundreds of municipalities across Brazil.
Associação Vida Nova	In-kind donation	Donate hospital stretchers to support the institution's activities.
Brazilian Center for International Relations (CEBRI)	Institutional	Strengthening discussions on foreign policy and sustainable development.
Casa da Criança Betinho Lar Espírita para Excepcionais	Casa da Criança Betinho Lar Espírita para Excepcionais	Support the care of children and adolescents with cerebral palsy and related conditions who require intensive medical assistance, including oxygen therapy, tracheostomy and gastrostomy. The project promotes comprehensive care and improves quality of life through multidisciplinary support provided by psychologists, speech therapists, physiotherapists, nutritionists, neurologists, pulmonologists, educators and social inclusion initiatives.
Conselho Comunitário de Segurança de Telêmaco Borba (Conseg TB)	In-kind donation	Support the continuity of the Public Safety Council's initiatives, strengthening crime prevention efforts and community engagement across the municipality and surrounding region.
Conselho da Comunidade da Comarca de Telêmaco Borba	In-kind donation	Donate fita tusa for handicraft workshops held at the Telêmaco Borba municipal correctional facility, supporting initiatives that promote inmates' social reintegration through vocational activities.
Conselho Municipal de Assistência Social de Ortigueira (SMAS)	15th Ortigueira Municipal Social Assistance Conference	Support the conference held in the municipality of Ortigueira to discuss guidelines for strengthening the Municipal Social Assistance Policy.
Cooperativa Ambiental de Telêmaco Borba (COOPATB)	In-kind donation	Support the cooperative's activities under Klabin's Solid Waste Program, promoting recycling and income generation.
Cooperativa de Trabalho dos Agentes Ambientais (ReciclaTB)	In-kind donation	Support the cooperative's activities under Klabin's Solid Waste Program, promoting recycling and income generation.

Fundação Hospitalar Municipal de Correia Pinto (Hospital Faustino Riscarolli)	Institutional donation	Support the hospital's monthly operating expenses, including medicines, laundry and sanitation products, meals, physicians' fees, payroll-related costs and other essential operating expenses.
Instituto Federal de Educação, Ciência e Tecnologia do Paraná (IFPR Campus Telêmaco Borba)	In-kind donation	Support engineering and technology laboratories through the donation of decommissioned equipment used in Automation, Maintenance and Electrical Engineering programs, giving these assets a new educational purpose.
Instituto Igarapé	Security, Nature and Climate: Addressing Systemic Risks	Develop integrated initiatives focused on security, nature and climate through research, partner engagement and participation in strategic events.
Instituto Trilho	Preschool Cantinho Feliz	Provide full-time early childhood education for 100 children aged 2 to 6, including meals, nutritional monitoring and educational and extracurricular activities such as music, computer classes and environmental education.
Instituto WCF Brasil (Childhood Brasil)	Programa Na Mão Certa	Provide Klabin with access to the institution's online platform to deliver training and implement initiatives addressing violence against and sexual exploitation of children and adolescents among the Company's direct and indirect truck drivers.
Paróquia São José de Imbaú	In-kind donation	Support community and religious events through the donation of paper mill by-products used in the organization and decoration of celebrations.
Sindicato dos Trabalhadores Rurais de Painel (STTR)	In-kind donation	Support women farmers from the Farofa community through the donation of fita tusa for handicraft production, encouraging entrepreneurship and local income generation.
Sociedade Beneficente Israelita Brasileira Hospital Albert Einstein	Einstein Philanthropic Financial Support Program 2025	Expand the social impact of Hospital Israelita Albert Einstein through the strategic allocation of resources to projects in healthcare, education, research, innovation and social assistance.

Education

INSTITUTION	PROJECT	DESCRRIPTION
APF Escola de Educação Básica Adolfo Böving	In-kind donation	Support manual and educational activities carried out with students, fostering creative learning and social integration.
APMF Centro de Educação Profissional Florestal e Agrícola de Ortigueira	In-kind donation	Provide timber logs for hands-on training in technical education programs, strengthening vocational education in the forestry sector.
APMF Escola Dona Leonor Mendes de Barros	In-kind donation	Contribute through the donation of paper rolls for educational activities carried out by the institution.
APMF Escola Municipal Professora Maria Emilia Steiger	In-kind donation	Support school and educational activities through the donation of paper mill by-products, encouraging educational practices and the responsible use of resources.
APP Escola Básica Municipal Belisário José Luiz	In-kind donation	Support educational activities aimed at the comprehensive development of children and adolescents by providing paper mill by-products for projects that encourage learning and community development.
APP Escola de Educação Básica Prof. Egídio Baraúna	In-kind donation	Support the school's educational and social activities through the donation of paper mill by-products, encouraging sustainable practices in educational projects.
Associação de Pais e Amigos dos Excepcionais de Itajaí (APAE)	In-kind donation	Contribute through the donation of kraft paper for activities carried out with students at the institution.
Associação de Pais e Amigos dos Excepcionais de Nova Santa Bárbara (APAE)	In-kind donation	Contribute to the development of the institution's daily activities and educational projects with students.
Associação de Pais e Amigos dos Excepcionais de Telêmaco Borba (APAE)	Maintenance of São Geraldo School, managed by APAE Telêmaco Borba	Support the maintenance of São Geraldo School, which provides Early Childhood Education, Elementary Education, Vocational Education and specialized healthcare services for students with disabilities.
CMEI D. Leonor Mendes de Barros	In-kind donation	Contribute to the development of the institution's daily activities and educational projects with students.
Colégio Positivo Telêmaco Borba	In-kind donation	Contribute through the donation of paper rolls for the production of educational materials and the decoration of school facilities during commemorative events.
CPP EMEF Índios	In-kind donation	Provide paper mill by-products for educational and environmental activities, strengthening interdisciplinary projects such as recycling initiatives.
Escola de Educação Básica Cora Batalha da Silveira	In-kind donation	Support educational and creative activities developed with students, encouraging hands-on learning and artistic expression.
Escola de Educação Básica Raul Bayer Laus	In-kind donation	Support educational activities and the decoration of school events.
Fundação Estudar	Preparatory Program	Provide 12 months of mentoring and technical support for low-income students seeking admission to universities in the United States.

Instituição Adventista Sul Brasileira de Educação (Colégio Adventista Telêmaco Borba EIEFM)	In-kind donation	Support educational and creative initiatives through the donation of paper, reinforcing sustainable education and social inclusion.
Rufaine Younes Barberini & Cia Ltda (Pré Escola Rodo do Tempo)	In-kind donation	Support school and educational activities through the donation of paper, encouraging sustainable practices and environmental education.

Environment

INSTITUTION	PROJECT	DESCRRIPTION
Associação Brasileira de Embalagens de Papel (Empapel)	In-kind donation	Donation to Expocatadores, Brazil's largest national gathering of recyclable materials waste pickers, which has established itself as a forum for dialogue, capacity building and recognition of these professionals as key players in the recycling value chain and in promoting socioeconomic inclusion.
Associação dos Catadores de Materiais Recicláveis de Rio Branco do Ivaí (ReciclaRBI)	In-kind donation	Donate fire extinguishers to support the regulatory compliance and operational safety of the ReciclaRBI recycling cooperative as part of the Klabin Transforma Território Circular Program.
Associação Hospitalar de Proteção à Infância Dr. Raul Carneiro (Hospital Pequeno Príncipe)	Present Children – Sustainable Future	Promote environmental awareness among children and adolescents through educational activities, artistic initiatives and tree planting, engaging patients and their families at Hospital Pequeno Príncipe.
Brigada Mirim Ecológica da Ilha Grande	Environmental Brigade for Environmental Preservation	Train young people aged 14 to 17 in Angra dos Reis (Rio de Janeiro) to help preserve local biodiversity by providing scholarships, technical training and hands-on activities such as mariculture and family farming.
Consórcio para Proteção Ambiental da Bacia do Rio Tibagi (Copati)	Maintenance of the Pingo D'Água Environmental Education Program	Support the production of educational materials and learning activities for the program, which has already raised environmental awareness among approximately 70,000 students and 5,000 teachers.
Cooperativa de Trabalho dos Agentes Ambientais (ReciclaTB)	In-kind donation	Provide glass production by-products to ReciclaTB, encouraging material recovery and proper recycling practices while promoting sustainability and productive inclusion.
Fundação SOS Pró Mata Atlântica (SOS Mata Atlântica)	Cairuçu Environmental Protection Area (APA) – SOS Mata Atlântica	Strengthen protected areas, particularly the Cairuçu Environmental Protection Area (APA) in Paraty, through conservation, monitoring and enforcement activities, while supporting local management and mitigating tourism-related impacts.
Instituto Socioambiental da Bacia do Alto do Paraguai SOS Pantanal	Adopt a Pantanal Fire Brigade	Build capacity and strengthen local wildfire response teams, contributing to Pantanal conservation, sustainable community development and the mitigation of environmental and economic impacts caused by wildfires.
Tamarana Tecnologia e Soluções Ambientais Ltda.	In-kind donation	Enable the environmentally sound disposal of materials in accordance with responsible waste management practices.

Sponsorship

Culture and Citizenship

INSTITUTION	PROJECT	DESCRRIPTION
APMF Colégio Estadual Teofila Nassar Jangada	Overcoming Challenges Through Athletics	Support the school's athletics team, based in the municipality of Reserva, Paraná, contributing to the development of young athletes.
Associação Desportiva de Telêmaco Borba (ADTB)	ADTB Futsal	Support the ADTB Futsal program, which promotes sports and social development in the region by creating opportunities for athletes and strengthening futsal at both the regional and national levels.
Associação Mandicuera	Romaria do Divino - Paranaguá (PR)	Help preserve the region's oldest musical tradition, which plays an important sociocultural role and strengthens the cultural identity of the Caiçara community.
Federação Paranaense de Capoeira (Feparca)	22nd Paraná Capoeira Championship	Promote the cultural and sporting value of capoeira through the organization of the state championship, encouraging social integration and healthy lifestyles among participants.
Fundação Fernando Henrique Cardoso - Fundação FHC	Activity Plan	Maintenance of activities focused on promoting seminars and discussions on democracy and society's challenges.
Fundação Orquestra Sinfônica do Estado de São Paulo - Fundação OSESP	Institutional	Support for the Children and Youth Festival, Children's Festival, and Two Thirty projects, promoting access to arts and music for different audiences.
Museu de Arte de São Paulo Assis Chateaubriand (MASP)	Institutional	Free access to performances held at the Museum's Auditorium and support for the São Paulo Dance Week, featuring diverse and free programming.
Paróquia Divino Espírito Santo	Farmers' Mass - Curiúva (PR)	Celebrate and recognize the work of farmers while strengthening community ties through a religious celebration organized by the Parish of the Holy Spirit in partnership with local institutions.

Development

INSTITUTION	PROJECT	DESCRRIPTION
Associação Movimento Nacional ODS Santa Catarina	Santa Catarina National SDG Movement	Promote collaboration among individuals and organizations from all sectors of society to advance the Sustainable Development Goals (SDGs).

Environment

INSTITUTION	PROJECT	DESCRRIPTION
Associação Brasileira Técnica de Celulose e Papel (ABTCP)	57th International Pulp and Paper Congress	Sponsor one of the industry's leading events, featuring discussions on biofuels and the sustainable future of the forest industry.
Canopy Eventos Ltda.	Forestry Expedition	In partnership with Embrapa Florestas, sponsor a campaign to collect data on planted forests in Brazil, covering 14 states and mapping industry trends and the impacts of climate change.
Editora Expressão Ltda. (Expressão - Comunicação para Sustentabilidade)	31st Expressão Ecology Award	Sponsorship of an award that recognizes good environmental practices in the state of Santa Catarina.
Forest Stewardship Council FSC®)	FSC International General Assembly	Support the organization of the FSC International General Assembly and enable the participation of representatives from the environmental and social chambers who require financial assistance to attend the event.
Instituto de Embalagens	Book "Packaging and Sustainability"	Sponsor a book aimed at disseminating knowledge about sustainable practices in the packaging industry.
Rastro Consultoria em Sustentabilidade Ltda.	Zero Waste Week – Itajaí	Promote Zero Waste best practices in the city of Itajaí through educational initiatives, events and awareness campaigns targeting a wide range of audiences and sectors.
Rede Nacional Pró-Unidades de Conservação	Conference on Protected Areas for Biodiversity	Bring together Brazilian and international scientists and leaders to discuss nature conservation through keynote speeches, panel discussions, exhibitions and parallel events in Curitiba, engaging approximately 700 participants.
Sociedade de Amparo ao Desenvolvimento Tecnológico e Cultural (SADTEC)	Wood Quality Forum	Bring together professionals, researchers, specialists, academics and other stakeholders interested in the forestry and wood products sector to exchange knowledge and discuss technical advances.

[1] Klabin also makes in-kind donations (including mill by-products, paper rolls, corrugated cardboard packaging, equipment and other materials) to several municipalities where it operates forestry and/or industrial facilities. These donations are not included in this table.

[2] Sponsorships aimed at the commercial promotion of the Company's brand or products are not included in the scope of the processes/table described above.

Supplier management

Having a resilient value chain with responsible environmental and social practices is essential to generating positive impacts throughout the production cycle and in the relationships that sustain it. For this reason, Klabin places great importance on supplier management.

From the initial negotiation stages, the criteria set out in the General Supply Conditions are applied, in line with the Supplier Code of Conduct and the Supplier Social and Environmental Responsibility Guidelines. The wood supply chain, given its relevance to Klabin, receives special attention through on-site verification of socio-environmental practices, contributing not only to compliance with these requirements but also to the traceability of this raw material. In other supply chains, critical suppliers are assessed and reassessed against environmental criteria, labor practices, and Human Rights standards, as well as Ethics and Compliance requirements, in addition to the adoption of sustainable procurement practices within their own supply chains. When suppliers present opportunities for improvement, Klabin, as a principle, supports their development in socio-environmental practices, strengthening supply chain resilience and generating shared value between Klabin and its suppliers.

Additional information on management of this topic is available on the ESG Panel:

ESG PANEL →

Responsible practices throughout the supply chain

In 2025, Klabin's Supply Chain Social and Environmental Responsibility Program covered 91% of suppliers classified as critical*. This reflects the evolution and strengthening of good social and environmental practices throughout the supply chain, in addition to supporting the identification, assessment and proper management of potential social and environmental risks.

The Company remains committed to continuously expanding the program's coverage, with the goal of including 100% of critical suppliers by 2030, reinforcing a preventive and collaborative approach to value chain management.

Depending on supplier performance in the evaluation process, reassessments are scheduled at intervals proportional to the results achieved. Suppliers with below-expected performance are supported in developing and monitoring an action plan to address key gaps.

*The criteria that define a supplier as critical include the value of sales to Klabin (spending), recurrence of more than six times (in different months of the year), representation across different business units (Forestry, Pulp, Paper, and Packaging), and socio-environmental criteria.

Innovation connected to everyday operations

Continuing the work carried out in 2024, the Research, Development and Innovation (R&D&I) area supported factories and commercial areas in optimizing their processes and products. Throughout 2025, multidisciplinary teams developed projects focused on wood quality, operational efficiency, cost reduction and product performance improvement, among other areas. In addition to this technical support, the Company maintained short-, medium- and long-term research projects.

Another important area of activity is the development of new products from wood components such as bio-oil, lignin, microfibrillated cellulose (MFC) and turpentine, as well as byproducts from pulp and paper manufacturing such as sulfuric acid, potassium sulfate and crude tall oil (CTO). Some of these byproducts are used by Klabin itself and the surplus is sold, strengthening the circular economy. This line of work is ongoing and reinforces the permanent nature of the pursuit of innovation and sustainable resource use.

Around 40,000 metric tons of new products were produced for the external market, especially sulfuric acid, CTO and turpentine.



Microfibrillated cellulose

Award-winning MFC

The use of microfibrillated cellulose in different segments has been recognized as an innovative and sustainable alternative. In 2025, Klabin achieved second place in the Paint & Pintura Innovation Awards with the project "Application of MFC in Architectural Paints." In this case study, microfibrillated cellulose was added to paints to help control the product's viscosity, elasticity and flow. In the GIMI Innovation Awards, Klabin earned third place due to its partnership with Kind to produce cosmetics containing MFC.

Why is this work strategic for Klabin?

Linking research and innovation to the day-to-day operations of factories and businesses brings numerous benefits to the Company:

- It strengthens sustainability- and circularity-oriented innovation;
- It accelerates product diversification through the development of new materials and consequently expands business opportunities;
- It contributes to value generation by promoting operational efficiency and improving product quality;
- It provides technical support to units and customers and helps accelerate product approval processes;
- Studies on renewable fuels support the advancement of the Company's green energy mix.

Klabin develops innovation through three technology centers:

KLABIN TECHNOLOGY CENTER (CTK)

It seeks to improve product quality by anticipating trends and creating sustainable technologies and applications. It uses technologies to replicate processes, simulate manufacturing and accelerate product development.

FOREST TECHNOLOGY CENTER

Its work is guided by the Company's strategy to promote efficiency and competitiveness in the forestry chain through the development and delivery of technical solutions applicable to the business. Highlights include the development of highly productive clones adapted to climate and soil conditions and industrial demands, as well as the adoption of forest management best practices aimed at maximizing productivity, reducing operational risks and strengthening Klabin's competitive advantage in forestry productivity.

PACKAGING TECHNOLOGY CENTER (CTE)

An experience center that creates projects in partnership with customers based on their needs and challenges.

Klabin recently received approval from the Brazilian Innovation Agency (FINEP) to finance projects in the areas of biotechnology, cybersecurity, data science and automation technology. The Company's approval demonstrates its high standards of management and transparency in the use of resources, as well as the strategic value of the initiatives developed.

Innovation that expands value for customers

Continuous innovation is one of Klabin's strategic pillars to strengthen its position in the global pulp market. After the launch of a product, the Company continues to invest in research and development to enhance competitiveness and meet the constantly evolving demands of its customers.

Fluff pulp, mainly used in the manufacture of diapers and absorbent products, has recently incorporated odor-control technology for use in these applications. Following the qualification process, the solution has already started to be requested by customers in China, increasing its differentiation potential and value generation.

Another highlight is PineFluff eXcel, the world's first product to combine short and long fibers in a single solution. Developed by the Klabin Technology Center (CTK) over approximately five years, this innovation delivers improved liquid retention and distribution, as well as a higher perceived softness for end consumers. Launched in 2022, the platform already includes five commercial versions, demonstrating the Company's ability to transform technical knowledge into high value-added solutions.

In 2026, Klabin will continue investing in the evolution of its portfolio, strengthening partnerships with customers and developing solutions aligned with the demands of the markets in which it operates.

Packaging innovations

In 2025, Klabin intensified its activities in the fruit and vegetable segment, developing cabbage boxes adapted for automated processes. The new boxes allow producers to replace wooden packaging with corrugated cardboard and are already being marketed. Other products for this segment that can help preserve food and consequently reduce waste are also being tested.

Another innovation was the development of paper bags for transporting onions and potatoes—a sustainable alternative to raffia, sisal and acrylic fiber bags. Following technical approvals, industrial-scale production is expected to begin in 2026.

In the protein sector, the Company developed packaging solutions that eliminate the need for glue, generating productivity gains for both Klabin and its customers. The boxes have already been approved by buyers and production is set to begin in 2026.

Innovation in numbers

MORE THAN

R$48

million invested

FOUR INTELLECTUAL PROPERTY GRANTS*

and seven new applications in Brazil and abroad

* 1) Brazil – Computer Program Registration "Input Matrix System" – BR512025004516-6, issued on September 23, 2025. Protects the software developed to support the recommendation and definition of inputs for weed and ant control, contributing to greater efficiency in field routines and decision matrix management. 2) Brazil – Patent "Paper Bag" / Shelf-Life 1 Project – BR102018011357-7, granted on December 16, 2025. Protects a structural solution applied to paper bags, strengthening Klabin's paper packaging portfolio in Brazil by integrating, in a single packaging solution for granular materials, moisture barrier properties, contaminant retention, and controlled deaeration. 3) Russia – Patent "White-Top Kraft Liner Paper, Method of Producing Said Paper, Use of Paper and Packaging" – RU 2845077 C1, granted on August 13, 2025. Protects white-top kraftliner paper and its production process, using short eucalyptus fibers and a strengthening additive, with associated improvements in sheet formation, print quality, and physical-mechanical properties. 4) Uruguay – Patent "Paper and Paper Manufacturing Process Using Microfibrillated Cellulose in Cellulose Pulp" – No. 15853, granted on November 4, 2025. Protects the use of microfibrillated cellulose in pulp for the production of kraft paper, sack kraft paper, or paperboard, with a focus on increasing strength and improving performance for packaging materials.



Paper Machine 28, in Ortigueira Plant (PR)

Innovation champion

Klabin was recognized as the most innovative company in Brazil's South region in the Innovation Champions survey conducted by Grupo Amanhã. This initiative assesses the maturity level of innovation management in organizations based on the Innovation Management Index, a tool that evaluates pillars such as strategy, processes, culture and resources. In addition to ranking first overall, the Company led the Resources category (which measures investments and synergies aimed at innovation) and the Organization category (which evaluates innovative management structures and tools).

Learn how Klabin has been using AI for innovation projects in Cybersecurity. CYBER SECURITY →

Highlights of forestry research

Genetic improvement is a strategic area of forestry research and development aimed at delivering more productive genetic materials better adapted to the Company's areas. The most relevant characteristics for each species are defined, such as wood productivity, resistance to pests and diseases, wood quality and adaptation to climate conditions, after which the best individuals are selected. These superior materials are then multiplied at scale through cloning, enabling that the target characteristics are present in all planted trees, which enhances operational efficiency throughout the forestry value chain. Highlights in this area are presented below:

- In 2025, six new eucalyptus clones with high pulp productivity per hectare were recommended. They will join the 26 already developed by the Forestry R&D area and will gradually become part of the planted operational base;
- Seven pine clones with greater fiber productivity potential per hectare were selected and recommended. They will undergo somatic embryogenesis and will then be directed to operations;
- The somatic embryogenesis* process, which enables pine cloning, was consolidated. Having incorporated this technology into R&D processes, the Company will have more homogeneous and productive plantations, reaching new levels of competitiveness for the species;
- The experimental base was expanded through the planting of new genetic materials in forestry expansion areas. This work makes it possible to understand how well each genetic material adapts to new areas and, based on this, recommend the best clones for each of the Company's planting regions. It will also allow the same clones to be evaluated under different environmental conditions, helping adaptation to climate change.

* In vitro cloning technique that enables the formation of embryos from somatic cells, i.e., the cells that make up most of the plant body and are not reproductive cells (gametes) or germ cells. This technique allows the production of a large number of embryos in a limited space.

In 2025, 95% of eucalyptus plantings carried out in Paraná used genetic material developed by Klabin's Forestry R&D area. The use of these seedlings generates significant gains in productivity per hectare, maintaining Klabin as a global leader in forestry productivity.



The tree nursery makes it possible to increase the production of clones that will be tested in the field and may later be recommended for production.

Leadership in generating scientific knowledge

Research carried out by Klabin has the potential to benefit the entire forestry sector, especially regarding the adaptations needed to address the consequences of climate change.

In 2025, Klabin once again participated in the Marcus Wallenberg Prize, an international awards program recognizing innovative studies for forestry and forest industries. As part of the event's Young Scientists panel, researcher João Gabriel Zanon Paludeto presented the Company's Enviromics tool, which defines production environments for allocating the best clones and genetic materials.

Research on this topic is still underway, but the expectation is that the tool will contribute to a deeper understanding of operational areas and indicate which genetic materials may perform best in these environments, even under adverse conditions caused by climate change.

Klabin also participated in a study on new factors for quantifying biomass and consequently carbon allocation in different parts of trees, such as roots and trunks. The study was conducted by SilviCarbo—a cooperative program led by the Institute for Forestry Research and Studies (IPEF), together with the Brazilian Planted Forests Association (Ibá) and other forestry-sector companies. The new parameters are more accurate and will support the preparation of emissions and carbon capture reports in the forestry sector. The study's results were published in the journal Global Change Biology and can be accessed here.



Researcher João Gabriel Zanon Paludeto presenting the Enviromics tool.

Close alignment with operations and industry

In 2025, the Forestry R&D team was an active agent in the INTEGRA+ project (read more in Forestry), reviewing silviculture processes, proposing the adoption of technologies developed by Klabin itself and making science-based recommendations. One example was the recommendation of customized fertilization based on the characteristics and needs of each stand, with tailored fertilizer mixes designed to supply the necessary nutrients.

The Forestry R&D team's work on the INTEGRA+ project generated savings of R$12 million for the Company.

The team also carried out wood quality analyses, which are used as a basis for supplying the Company's mills.

Partner research and development institutions

INSTITUTION	R&D&I	FORESTRY RESEARCH
Brazilian Pulp and Paper Technical Association (ABTCP)	■	
Central American and Mexico Coniferous Resources Cooperative (CAMCORE)		■
Brazilian Center for Research in Energy and Materials	■	
Pulp and Paper Research and Technical Center (CTP), France	■	
Tappi Nano Producers Committee	■	
Brazilian government agricultural research agency, Embrapa		■
Embrapa Forestry Division	■	
Luiz de Queiroz College of Agriculture, University of São Paulo	■	
Forest Productivity Cooperative (FPC)		■

Brazilian Planted Forests Association (Ibá)		
Institute for Forestry Research and Studies (IPEF)		
Food Technology Institute		
Federal Institute of Education, Science and Technology of Mato Grosso (IFMT)		
KTH Royal Institute of Technology, Sweden		
Leitat Technological Center, Spain		
Melodea, Israel		
Oregon State University, United States		
Pine Chemicals Association International		
Research Institutes of Sweden (RISE)		
National Industrial Training Service (SENAI)		
Brazilian Forestry Research Society		
Campinas State University (Unicamp)		
Catholic University of Leuven, Belgium		
University of Toronto, Canada		
University of Karlstad, Sweden		
University of Wageningen, Netherlands		
North Carolina State University, United States		
Santa Catarina State University		
Ponta Grossa State University		
Central-Western Paraná State University		
Federal University of Goiás		
Federal University of Lavras		
Federal University of Uberlândia		
Federal University of Viçosa		
Federal University of Ceará		
Federal University of Espírito Santo		
Federal University of Rio de Janeiro		
Federal University of Paraná		
VTT Technical Research Centre of Finland		

Evolution of Smart Project

In 2025, Smart, an initiative aimed at modernizing processes and systems through the use of SAP S/4HANA, brought standardization and agility to financial processes. The results of this phase can already be seen in the Company's day-to-day operations:

- Reduction in the accounting closing timeline to as little as five business days. The goal is to reach a maximum of three business days after the learning curve period;
- Strengthened discipline in keeping data updated and accurate in the system;
- Rapid adaptation to the new tax system. The platform has already been programmed taking into account the specific characteristics of the adjustments.

The registration of master data (regarding suppliers, customers, products and materials) was also standardized, with a dedicated area responsible for recording this information using unified support and software. In addition to standardizing registration processing timelines across all Klabin units, the system eliminates duplicate information. Smart also brought advances in land and lease management and generated improvements in wood transportation. Thanks to the information integration enabled by the new SAP system, a truck unloading wood at a mill now spends just over one minute in the weighing area, compared to the previous five minutes—a significant reduction considering the hundreds of vehicles circulating daily.

In 2026, project efforts will focus on the standardization of operational areas such as Maintenance, Production and Product quality. More than 2,000 employees have already been trained in the maintenance module this year. With this system, it will be possible, for example, to monitor the life cycle of a machine in a synchronized manner, from acquisition to decommissioning.

The Procurement area is also gaining new functionalities. One of them is Ariba, a portal through which suppliers will be able to register, submit documents and track the validation process. The tool enables the generation of comparative analyses, the creation of product catalogs with quotations and the execution of auctions, bringing greater agility to supplier selection and purchase order approvals.

Privacy and personal data protection

Management of incidents involving personal data

A corporate procedure for handling incidents involving personal data was developed and published, including an action plan in the event of an occurrence.

Monitoring of activities involving personal data

Through a Data Loss Prevention (DLP) system, Klabin has been monitoring the processing of data carried out by employees. The objective is to prevent information theft, as well as raise awareness among teams about the proper and secure handling of personal data, strengthening best practices.

Learning on the ENK Portal

A course in English on U.S. and European Union privacy and data protection legislation was developed and made available on the Klabin Business School (ENK) Portal. This training contributes to strengthening a culture of privacy at our offices in Miami and Austria.

Alignment of artificial intelligence use

The Privacy and Data Protection area actively participated in the AI Office, the team responsible for evaluating and guiding the use of artificial intelligence solutions within the Company. Its role focuses on identifying and assessing risks related to the processing of personal data in AI applications, as well as providing guidance on the implementation of mitigation measures and compliance with privacy and personal data protection regulations.

In 2025, no incidents involving personal data occurred that would require notification to the National Data Protection Agency (ANPD) and/or to personal data subjects.

Cybersecurity highlights

- The cybersecurity process maturity level was maintained.
- Employee training proved effective in enabling faster identification of cybersecurity risks.
- Recovery tests were carried out in partnership with SAP.
- Individual cybersecurity maturity assessments were conducted using a tool already used for risk assessment.
- The internal audit team evaluated cybersecurity requirements. Audit results are shared with senior leadership to provide relevant information for cybersecurity management.
- In 2025, no cases of privacy breaches or data loss were recorded.

Employee training

In 2025, 77.2% of employees received digital literacy training to support Klabin's cybersecurity culture, down 2.2 percentage points from 2024. In turn, the rate among contractors fell significantly in this period, from 67.5% to 23.8%. This reduction was due to the removal of the cybersecurity video from the occupational safety training provided to workers joining the Company. In 2026, the cybersecurity video was reintroduced into this training program, and the indicator is expected to return to the levels achieved in previous years.

One initiative that will strengthen training efforts is the expansion of **phishing** email simulations. Klabin signed a contract with a partner company so that these tests can be carried out on an unlimited basis across the entire Company.

Starting in 2026, Klabin will also include communications about identified risks in the training process.

Advances in the use of AI

Since 2024, Klabin has had a multidisciplinary team called the AI Office, which evaluates the implementation of artificial intelligence tools in the Company's routine operations. The group analyzes aspects such as risks, security levels and potential productivity gains.

In 2025, more than 300 AI-related requests were submitted to the team and, after their potential to deliver value to the Company was evaluated, 18 were selected for development. One of them uses AI technology to automate orders in SAP, while another ongoing project uses cameras with visual processing capabilities to identify impurities in wood loads.

Other highlights of the AI Office's work include:

- The deployment of Microsoft's AI platform (Copilot) for all employees, reinforcing the use of the technology within Klabin's own digital environment;
- The creation of criteria to define when the Information Technology team should support AI development and when employees themselves may develop agents within the systems already used by Klabin. This assessment considers aspects such as business value, risks and implementation complexity;
- Provision of training on the topic on the Klabin Business School (ENK) Portal and a special training program for executives, including a visit to Microsoft.

Innovation with AI

In partnership with technology startup SparkBeyond, Klabin has been combining processes to improve products through a pilot project on a machine at its Monte Alegre site. The goal is to organize knowledge about the process and correlate it with the data generated by the machine. The initiative was launched in 2025.

The Company also developed an AI agent to assist in preparing descriptions of innovation projects eligible for tax incentives under **Brazil's Innovation Law (Lei do Bem)** (Law 11,196 of 2005) [TOOLTIP]. Users will be able to interact with the agent, seeking information to help draft proposals. Testing of the technology began in 2026 with a small team and has shown promising results.

Klabin was recognized as a successful example of applying Brazil's Innovation Law in a book celebrating the instrument's 20th anniversary. Access the publication here

BRAZIL'S INNOVATION LAW →



Prosperity for people

A renewed approach to safety

In 2025, Klabin recorded a decrease in its accident severity rates compared to 2024, from 325 to 127 among employees, and from 220 to 164 among all workers (employees and contractors), per million hours worked. This result underscores the fact that safety — a core value for the Company — remains a priority, supported by various efforts and initiatives aimed at strengthening the topic.

During the reporting period, actions focused primarily on:

- Raising awareness of risks with the greatest potential severity, encouraging careful and informed decision-making;
- Adopting a human-centered* approach to safety, concentrating on fostering awareness of activity-related risks rather than simply enforcing rules;
- Using incidents as a source of learning rather than solely as indicators;
- Anticipating weaknesses and strengthening the conditions that support safe work;
- Investing in incremental safety, aimed at building safeguards and resilient systems capable of protecting workers in the event of failure.

*Aligned with the principles of Human and Organizational Performance (HOP).

The accident frequency rate, an indicator that measures the number of occurrences per million hours worked, among employees and contractors, increased from 1.84 in 2024 to 1.96 in 2025. This increase does not necessarily mean there were more serious accidents, but rather reflects greater maturity in safety culture, demonstrated by employees' confidence in reporting incidents, including less serious ones. This practice increases the visibility of actual working conditions and helps prevent minor incidents from escalating into critical situations.

In 2025, Klabin regrettably recorded three fatalities among contractors. Two were related to road transportation and one to industrial construction work, activities already identified as critical. To mitigate risks related to timber transportation, the Company continues to implement telemetry and camera systems to monitor behavioral deviations in trucks. The devices are connected to a control center that identifies signs such as fatigue, speeding and phone use, enabling immediate responses to critical alerts.

By 2030, Klabin aims to reduce the lost-time injury frequency rate among employees and contractors to below 1, reduce the accident severity rate to below 50 and eliminate life-changing injuries.

To achieve this, the Company continuously invests in advancing the maturity of its safety culture. One example in 2025 was the consolidation of the Strategic Safety Plan and the regional occupational safety management structure—consisting of corporate management, responsible for defining general guidelines, and regional management teams, responsible for assessing the specific needs of each business.

The implementation of a more human-centered approach to safety is also progressing, promoting active listening, understanding of operational challenges and learning from experience.

See detailed occupational health and safety indicators on the **ESG Panel**.

Safety training

At Klabin, safety learning is practical and continuous. The main initiatives carried out in 2025 are presented below:

- The Care and Respect for Life Learning Journey played an important role in the development of the Occupational Health and Safety team. Comprising 14 courses, its goal is to strengthen the team's critical and analytical capabilities through content focused on advancing the safety culture;
- Voice of Operations is a structured dialogue practice carried out through focus groups, bringing together more than 2,600 workers from all organizational levels, with a focus on creating concrete operational improvement solutions;
- The Risk Perceptions Academy and Learning Hour are initiatives that combine educational innovation, practical training and environments for continuous reflection to strengthen risk recognition skills, preventive behaviors and the sharing of lessons learned;
- The Safety Meeting, led by the Packaging Business, organized more than 10 dialogue sessions with leaders, generating over 500 preventive actions focused on attention to work dynamics to promote improvements.

In 2026, training initiatives will continue to focus on practical learning connected to operational challenges and opportunities.

Mental health and well-being

Through the Viver Bem (Living Well) Program, Klabin offers preventive care through comprehensive health and well-being initiatives. One of the program's pillars is the promotion of mental health. The actions carried out in this area in 2025 included the following:

- More than 200 leaders participated in awareness initiatives on the topic, addressing protective factors, alignment with the results of the 2024 Climate Survey* and initiatives focused on psychological safety through the Florescer (Flourish) and Virando a Chave (Turning the Key) programs;
- Availability of support and guidance channels for employees and their dependents, including psychological, legal, financial, nutritional and social counseling;
- Preventive initiatives aimed at promoting emotional well-being;
- The Company carried out awareness campaigns encouraging self-care practices, prevention, education and the search for specialized support;
- More than 50 initiatives, including discussion circles and talks, were carried out, reaching approximately 3,000 employees and achieving a 98% satisfaction rate, covering topics such as emotional first aid, mindful screen use, healthy habits and financial health;
- Response protocols were consolidated to improve the management and care of identified cases, with a focus on preventing worsening conditions;
- The Lado a Lado (Side by Side) Program, aimed at preventing alcohol and other drug use, was relaunched at the Monte Alegre Forestry and Industrial plants in Paraná, in Lages and Correia Pinto (Santa Catarina), and at the Otacílio Costa Forestry and Industrial units, also in Santa Catarina. The program was also implemented at the Ortigueira Plant in Paraná in 2025. It will continue to be rolled out at the Company's other sites in 2026 and 2027.

*The Climate Survey is conducted every two years.

Preparation for update to Brazilian Occupational Health and Safety Standard 1 (NR-1)

2025 was a year of adaptation to the guidelines of the updated version of Brazilian Occupational Health and Safety Standard 1 (NR-1), which will expressly include psychosocial risk factors in occupational risk management within organizations as of May 2026. Efforts focused on integrating the standard's guidelines into the Company's existing and well-established occupational health and safety management framework.

One of the main initiatives in this regard was the creation of a multidisciplinary group made up of healthcare professionals, occupational safety management personnel and specialized consultants to define the methodology to be used, the necessary adjustments and integration with existing processes, particularly in the management of ergonomic work analyses. Another preparatory effort involved conducting two pilot projects integrated into technical ergonomics visits in order to validate the proposed methodology and adjust internal procedures.

The next steps include incorporating psychosocial risk assessment tools into the 2026 cycle of ergonomic work analyses, creating corporate and regional committees to validate and monitor action plans, and expanding training on the topic for the Health, Safety and People & Management teams.

New headquarters

In 2025, Klabin's headquarters moved to a new building near the Faria Lima subway station in São Paulo, making access by public transportation easier. The facility was designed to offer more shared spaces, with integrated environments and features to promote comfort, ergonomics and functionality.

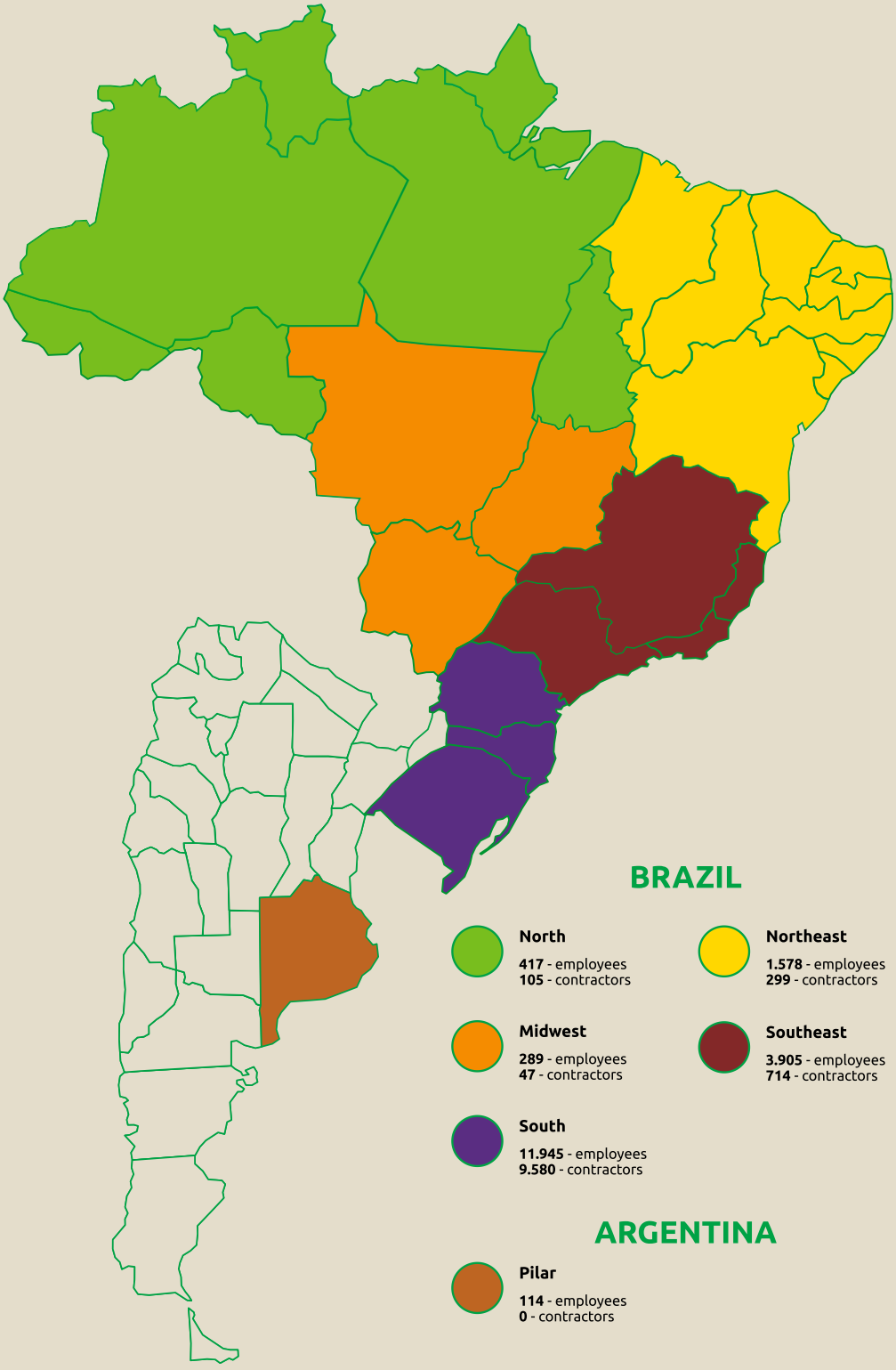


New Headquarters Building

Employee profile

In 2025, Klabin had 18,134 employees in Brazil and 114 in Argentina.

Distribution of employees by region



In 2025, the total number of women (direct employees) in Brazil was 4,011, while the total number of men (direct employees) was 14,123. In Argentina, the number of women (direct employees) was 23, compared with 91 men (direct employees). The age group with the highest representation among employees of both genders was 30 to 50* years old, accounting for 60% of the total workforce in Brazil and 70%* in Argentina.

The Company has an ongoing commitment to diversity and the development of its workforce through various initiatives aimed at expanding hiring opportunities for people from underrepresented groups and supporting their professional growth. See the "**Inclusive workplace**" section.

*Includes direct employees, indirect employees, and others.

Evolution of culture

Following the 2024 update to the Company's Mission and Vision and review of communications surrounding the Klabin Attitude — the set of values and competencies required to conduct business — the year 2025 proved decisive for strengthening and advancing this topic within the organization. To support this effort, the Strategic Culture Evolution Plan was launched, structured around three pillars:

- **Rituals,** which create the discipline and repetition needed to strengthen culture in daily routines;
- **Development,** which expands skills and encourages new ways of working;
- **Communication,** which connects key messages to people's everyday routines, reinforcing organizational alignment.

Through this three-pillar approach, leaders and employees were encouraged to act more consciously, prioritizing the "Efficiency" and "Ownership" competencies. The Company's culture then became embedded in activities such as results meetings, feedback sessions between leaders and team members, team alignment meetings and performance committee meetings.

The Communications team worked so that the key messages were available and accessible to everyone. At the same time, within the development pillar, the learning ecosystem became increasingly shaped and influenced by culture.

Leaders played an essential role in strengthening the values and competencies. The "Every Klabin Leader Is a Culture Leader" workshop, held during the period, included 21 classes , involving approximately 500 managers and coordinators, who were introduced to the Strategic Culture Evolution Plan. In addition to theoretical and practical learning, leaders received a workbook containing reflections and actions for daily application with their teams.

At the end of 2025, the Pulse Culture Survey was conducted with the goal of assessing cultural evolution within the Company. Some highlights from the survey include:

93%

of team members perceive that leaders reinforce the Company's culture in day-to-day activities.

88%

of team members agree that leaders' behavior is aligned with the Company's culture.

Culture and performance go hand in hand

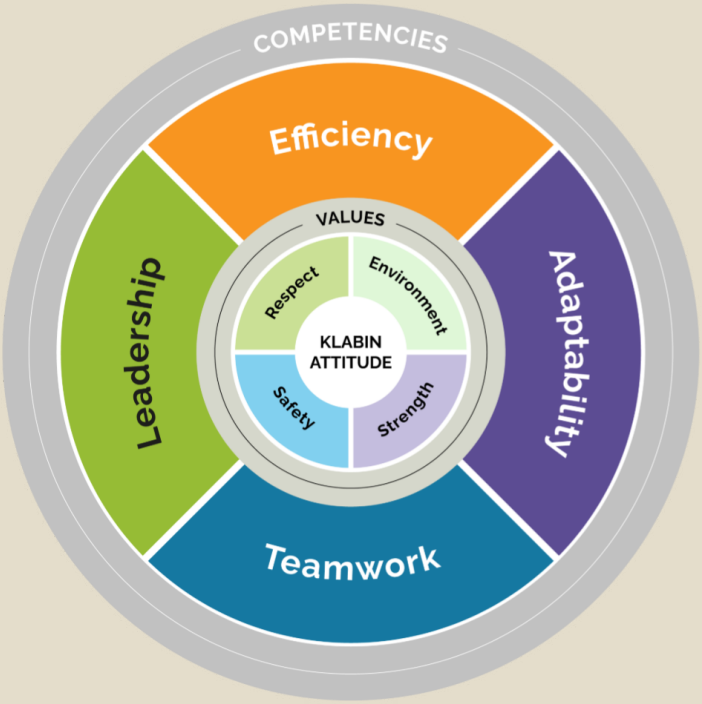
In 2025, the Klabin Attitude was formally incorporated into performance evaluations and began to be measured in two dimensions:

- **Results** - deliverables such as processes, projects and targets);
- **Culture in practice** - how deliverables were achieved, based on the application of the behaviors that make up the Klabin Attitude competencies.

Another initiative during the period was the creation of the Operational Performance Evaluation, through which employees in operational positions began to be assessed based on technical deliverables and the practice of behaviors aligned with the competencies and "Safety" value. Both operational and administrative performance were monitored by a structured post-evaluation cycle that expanded the use of indicators to support decisions related to people management.

Integrating initiatives aimed at aligning culture and performance, the Performance Improvement Program was created to support employees performing below expectations. A Succession Committee was also established to map positions and prepare leaders for present and future challenges.

The priority for 2026 is to continue strengthening and consolidating the Klabin Attitude in the Company's daily operations.



COMPETENCIES

Eficiência

- We strive for continuous improvement as we execute our strategy.
- We make decisions based on technical and analytical knowledge.
- We maximize results through a holistic view of the value chain.

Proactiveness

- We have a relentless sense of ownership.
- We continuously raise the bar.
- We seek self-development.

Adaptabilidade

- We anticipate the needs of our customers.
- We deal with dynamic and ambiguous situations.
- We are flexible.

Time

- We engage people in an inclusive way.
- We practice positive conversations.
- We are team players.

VALUES

Respect

- We insist on ethical business conduct, transparency in our relationships and respect for people and diversity. We have made public commitments to domestic and international organizations that strengthen justice, inclusion, transparency and dignity.

Environment

- We work with a focus on sustainable development, conserving biodiversity and ecosystems.

Solidity

- We deliver high-quality products and consistent results through an integrated, flexible and diversified business model, and we seek to continuously improve our processes by means of efficiency, focus and discipline.

Safety

- We foster safe work environments that allow for the integrity and health of our people as they perform their duties.

Continuous learning

Through EKOA, a learning ecosystem that connects content, people, tools and experiences, Klabin continued strengthening its culture of continuous learning at all levels of the organization. More than a platform, EKOA is a dynamic and collaborative environment that promotes employee development, grounded in autonomy, hands-on practice and collective growth.

Based on four pillars — Leadership, Commercial and Strategic, Administrative and Financial, and Operational and Technological—EKOA promotes an integrated journey aligned with the Company's business needs and its current and future challenges

In 2025:

92%

of employees participated in at least one training initiative, either in person or online.

40%

of learning initiatives took place in on-the-job format (directly on machines and in operational activities).

667,000

training hours recorded, corresponding to an average of 37.1 hours per employee during the year.

Various initiatives are part of Klabin's learning and employee development efforts across the Company. The main ones are highlighted below:

Klabin Business School (ENK) Portal

This online training platform, which celebrated its 10th anniversary in 2025, encourages self-development through learning tracks tailored to different roles. During the year, more than 170 new courses were launched on the portal, 180,000 hours of navigation were recorded and 15,000 employees were trained, with a 78% participation rate.

Klabin Executive Program (PEK)

A partnership between the Klabin Business School (ENK) and Insper, a higher education institute in São Paulo. Developed in a customized format together with different business areas, the program is aimed at management positions and seeks to strengthen management capabilities and prepare leaders for strategic challenges. The program consists of four modules: Finance; Strategy and Governance; Leadership and Culture; and Management and Operations. In 2025, it achieved a Net Promoter Score (NPS) of 98%.

Kaizen Process Engineering Program (PKE)

This development program focuses on continuous improvement, involving professionals from different areas and valuing performance, attitude and delivery. In 2025, more than 70 employees from different areas completed the program, which is structured into four modules—Problem Solving, Maintenance, Quality and Industrial Engineering.

Florescer (Flourish)

An initiative designed to prepare employees to work as coordinators. It addresses topics such as leadership, culture and business vision. It also includes internal mentoring and the development of practical projects. In 2025, two classes were launched, each with 35 participants;

Process and operations simulators using virtual reality

This initiative involves forestry machines, digesters, recovery boilers and utilities, paper machines and pulp drying. They enable the development of practical skills in a safe, realistic, and efficient way, accelerating learning without operational and safety risks.

Training centers

The Company has three specialized centers dedicated to technical training in the industrial and forestry areas. These environments are equipped with modern infrastructure, technological resources, didactic workstations, virtual simulators, and process simulators that enable the development of critical competencies in simulated, safe scenarios aligned with best operational practices. In addition, the Workshop Schools, distributed across nine units, are spaces dedicated to continuous learning and the practical application of knowledge. In these facilities, professionals have the opportunity to enhance technical skills in an environment close to operational reality, directly contributing to the strengthening of the safety culture, increased efficiency, and process excellence.

Training in artificial intelligence tools

To boost efficiency in the adoption of AI solutions and accelerate the Copilot implementation curve, training sessions were held on Copilot Chat and Copilot 365, including immersive sessions for executive officers and specific training for the Information Technology, Legal and People & Management areas. The content was made available on the ENK Portal and more than 1,000 employees have completed this training.

Inclusive workplace

Klabin continuously strengthens its diversity agenda and focuses its efforts on increasing the representation and effective inclusion of people from underrepresented groups across the Company. One of the goals included in the Klabin 2030 Agenda is to have 90% of people from underrepresented groups positively evaluate the conditions of respect and equality in the workplace. In 2025, this indicator remained at 87%.

Throughout the year, five campaigns, each focused on a strategic pillar, contributed to strengthening inclusive and respectful environments. They addressed the following topics: Gender; Race and Ethnicity; Multigenerational Diversity; LGBTI+; and People with Disabilities. Altogether, these initiatives generated more than 9,000 interactions.

The Company's diversity groups invested in creating spaces for listening, exchanging experiences and encouraging dialogue through monthly meetings. Discussion circles on the topic "A conversation about inclusion and respect" were attended by 575 operational employees.

Managers, coordinators and supervisors participated in discussions on the topic "Inclusive Leadership," involving 30 meetings in all in different businesses and plants. To continue strengthening its actions and internal and external positioning on the subject, Klabin is a signatory to several business coalitions, such as the following:

Movement for Racial Equity (Mover)
A business association that fosters career and business development for Black people, accelerating the journey toward racial inclusion through joint efforts and the exchange of best practices.

Business and LGBTI+ Rights Forum
A private sector movement that works continuously to promote the implementation of 10 commitments to advancing LGBTI+ human rights.

Gender

Klabin aims to have 30% of its leadership positions held by women by 2030. At the end of 2025, the rate was 25.05%, down 0.45 percentage points from 2024. This result is linked to the structural dynamics of the industrial sector, characterized by longer career cycles, low turnover in management positions and a historical lower presence of women in technical and operational roles, which reduces succession opportunities.

However, there is significant room for acceleration in the medium and long term through attraction, development and succession initiatives. The Company's actions are focused on expanding the overall base of female employees, maintaining the practice of including women's names in the shortlist for all coordinator and manager openings, and continuing internal programs aimed at accelerating women's development.



Employee from the Rio Verde Plant in Goiás

Race and ethnicity

As part of its commitment to consistently increasing the representation of employees who self-identify as Black across the Company, Klabin recorded a 1.15 percentage point increase in the presence of these employees in 2025, reaching 41.20% of the total workforce.

An even more significant improvement was recorded in leadership representation in 2025, with an increase of 2.04 percentage points, to 26.13%.

As part of its efforts to promote the development of employees who self-identify as Black, Klabin is a signatory to the Movement for Racial Equity (Mover), which runs initiatives aimed at increasing the presence of this group in leadership positions through training and development programs. In 2025, 287 Klabin employees participated in these initiatives.

Employees by race and ethnicity*

RACE	2025	2024	2023
	% of workforce | % of management positions	% of workforce | % of management positions	% of workforce | % of management positions
Black	40.69% | 26%	39.61% | 20.44%	39.93% | 18.32%
White	57.2% | 71.67%	57.28% | 76.06%	55.80% | 77.94%
Asian	1.14 % | 1.95%	1.15% | 2.95%	0.97% | 2.99%
Indigenous	0.24% | 0.19%	0.25% | 0.00%	0.29% | 0.00%
Not informed	0.74% | 0.19%	1.71% | 0.55%	3.01% | 0.75%

*Klabin defines the Black population as the sum of people who identify as Black or mixed-race, according to the methodology used by Brazil's national statistics agency, IBGE. Management positions include director, manager and coordinator levels. Ethnic and racial information is collected through employee self-identification.

People with disabilities

In 2025, Klabin structured a governance plan to increase the representation of employees with disabilities in its workforce. As a result, the Company recorded an increase of 0.5 percentage points, rising from 3.0% in December 2024 to 3.5% in the same month of 2025. The main initiatives in this area included:

- The establishment of progressively increasing hiring targets for people with disabilities across all businesses, with specific action plans for each department;
- The mapping of this population in the regions where Klabin operates and assessment of accessibility in entry-level positions at manufacturing plants. These actions increase the effectiveness of affirmative hiring processes and reduce occupational health and safety risks.

In 2026, the Company continues its objectives of achieving greater representation of people with disabilities and expanding accessibility across its operations.

LGBTI+

Klabin remains committed to increasing the presence of LGBTI+ people and continues to conduct awareness campaigns and initiatives to strengthen respect and inclusion for this group across the Company. One of the main initiatives in this regard is the provision of legal, social and emotional support during the name and gender change process for transgender employees.

Access the ESG Panel to learn about the Company's diversity indicators. ESG PANEL →



ESG Highlights

Klabin in numbers

21

Plants across ten Brazilian states, and one in Argentina

MORE THAN

18

thousand direct employees

ANNUAL PRODUCTION CAPACITY OF

2.8M

tonnes of paper

ANNUAL PRODUCTION CAPACITY OF

1.6M

tonnes of pulp

BRAZIL'S LARGEST PRODUCER AND

exporter

of paper

Financial highlights

- Adjusted EBITDA of R$7.848 billion, up 7% from 2024.
- 5% growth in net revenue compared with the previous year, reaching R$20.7 billion.
- R$1.2 billion distributed in dividends and interest on equity, corresponding to a dividend yield of 5.3%.
- 0.6x reduction in leverage.
- Reduction in the average cost of U.S. dollar-denominated debt from 5.7% to 5.2% per year.

In 2025, the Company surpassed the milestone of 1 million tonnes of products exported in containers.

Governance

The Company announced the succession process for the Paper Commercial Executive Office and the Finance and Investor Relations Executive Office. The transition is being carried out under a plan coordinated by the Board of Directors and supports the continuity of high-performance management.

Building a renewable future

In 2025, Klabin assessed how the KODS converged with mandatory sector-specific topics. This enabled the Company to consolidate its Double Materiality Matrix, which brings together topics relevant to the Company and its stakeholders, considering impacts on society and the environment as well as financial impacts. The process underscores the Company's commitment to continuously improving its sustainability management approach.



Cross-cutting topics

Klabin's Culture, Innovation Management, Production and Logistics, Risk Management

Water use

Despite production growth, the Company reduced its total water withdrawal. This performance reflects strengthened water management across its industrial Plants, expanded measurement and monitoring systems, and the implementation of initiatives aimed at reducing losses and waste.

41.13%

reduction in specific water consumption*

18.2%

reduction in specific water use*

*Compared with the 2018 baseline year.

Resource use and circularity

The development of an Integrated Waste Management Plan covering all industrial Plants will strengthen the periodic monitoring of actions related to this topic. The focus is on identifying alternative waste disposal routes and improving waste segregation processes at the Plants.

99.49%

of industrial waste was reused or sent for recycling

10 cases

of circular economy benchmarking were developed in partnership with customers, suppliers, and other value chain stakeholders

Climate change

In 2025, Klabin updated its Climate Transition Plan, which sets out the Company's strategy for aligning its operations and value chain with a pathway consistent with limiting global warming to 1.5°C. The plan considers climate-related risks and opportunities, as well as mitigation, adaptation, and resilience strategies.

Follow the progress of the Company's new, more ambitious emissions reduction targets, approved by the Science Based Targets initiative (SBTi):

CLIMATE CHANGE

Reduce absolute Scope 1 and 2 emissions by 42% by 2030 compared to the 2022 base year. **Period: 2022 to 2030**

10.7%

0% 42%

CLIMATE CHANGE

Reduce absolute Scope 3 emissions by 42% by 2030 compared to the 2022 base year. **Period: 2022 to 2030**

19.2%

0% 42%

CLIMATE CHANGE

Reduce absolute Scope 1 and 2 emissions by 90% by 2050 compared to the 2022 base year. **Period: 2022 to 2050**

10.7%

0% 90%

CLIMATE CHANGE

Reduce absolute Scope 3 emissions by 90% by 2050 compared to the 2022 base year. **Period: 2022 to 2030**

19.2%

0% 90%

93.4% is the share of renewable sources in Klabin's energy mix, exceeding the 2030 target of 92%.

Biodiversity

The Company reinforced its commitment to transparency and biodiversity conservation by becoming a TNFD* Adopter. In practice, by incorporating the recommendations of this framework, Klabin can enhance risk management and provide greater visibility into financial opportunities related to biodiversity, land use, water use, and climate change.

* The Taskforce on Nature-related Financial Disclosures (TNFD) is a global initiative that provides recommendations and guidance for organizations to disclose their approach to nature-related dependencies, impacts, risks, and financial opportunities.

866 FAUNA SPECIES AND 2,041 FLORA SPECIES WERE IDENTIFIED

in High Conservation Value Areas (HCVAs) and some of Klabin's remaining natural areas.

MORE THAN 460 ANIMAL RESCUES AND OVER 170 RELEASES

were carried out by the Parque Ecológico Klabin (Klabin Ecological Park - PEK).

Social license to operate

Klabin's acceptance rate among local communities reached 86.3%, the highest level recorded since the Impact and Performance Assessment Survey* was launched in 2021.

*The survey is conducted in municipalities where Klabin has industrial or forestry operations with relevant social impacts, covering operations in Paraná, São Paulo, Santa Catarina, and Pernambuco. Eight dimensions are assessed: perception of impacts, economic development, environmental preservation, job creation, commitment, image, social development, and business.

258

social dialogues held across 48 municipalities

6

Klabin in the Community events, held, with more than 3,000 visitors recorded

20

municipalities reached through in-person meetings between Klabin and local government representatives

People development

- Consolidation of a continuous learning culture through EKOA, an ecosystem that connects content, people, tools, and experiences.
- Launch of the Strategic Culture Evolution Plan, structured around the pillars of Rituals, Development, and Communication. Leaders and employees were encouraged to act more consciously, with priority focus on the "Efficiency" and "Ownership" competencies.



Glossary

Bio-oil: Fuel produced from forestry residues (branches and leaves). It is mainly used for heating and electricity generation.

Brazil's Innovation Law (Lei do Bem): Law 11,196 of 2005 aims to encourage technological innovation and scientific research by reducing the tax burden of eligible companies that invest in technology.

Crude tall oil (CTO): Oil generated during the production of pine pulp, derived from the resin of this species. It is used in the lime kiln at the Ortigueira Plant in Paraná as a substitute for fossil fuels, while the surplus is sold.

Double materiality: Klabin's double materiality process brings together material topics that are relevant to the Company and its stakeholders from two perspectives. The first is impact materiality, that is, how the Company's activities impact society and the environment. The second perspective is financial materiality, which refers to how sustainability topics generate a financial effect on organizations.

Ecosystem services: Ecosystem services are the direct and indirect benefits that humans obtain from nature, such as climate regulation, water purification, pollination, biological control and the production of natural resources, among others. These services sustain life and human well-being, forest productivity and the viability of businesses themselves.

IFRS-S2: The International Financial Reporting Standards (IFRS) are developed by an independent body called the International Accounting Standards Board (IASB). IFRS-S2, in particular, establishes requirements for the disclosure of information on climate-related risks and opportunities.

Liability management: A financial strategy used by companies and institutions to optimize their debt profile, extend maturities, reduce financial costs (interest) and improve liquidity.

Lignin: Natural polymer present in the cells that make up wood. It is responsible for giving plants strength and can be used in the manufacture of adhesives and rubber, for example. One recent successful case involves the use of lignin as an antioxidant in rubber manufacturing.

Microfibrillated cellulose (MFC): Highly refined cellulose capable of increasing the strength of various materials. It can be used in the production of specialty papers and construction materials, in the textile and cosmetics industries, and in the production of industrial formulations.

Phishing: A type of cyberattack that may use emails, text messages, phone calls, or fraudulent websites to induce individuals to share confidential data or download malicious software, for example.

Potassium sulfate: Chemical compound used as fertilizer. At Klabin, it is produced from the treatment of ash generated in the recovery boiler and derived from the wood that supplies the operations. The Company uses part of it and sells the surplus.

Recovery boiler: A recovery boiler is an essential piece of equipment in pulp production, responsible for processing black liquor, a byproduct generated during wood cooking and composed of pulping chemicals and wood constituents that are not used in the production of pulp and paper. It enables the recovery of chemicals and also generates high-temperature, high-pressure steam. This steam is used to produce renewable energy and, later, at lower temperature and pressure, is reused in process stages that require thermal energy, such as wood cooking, black liquor concentration and paper drying.

Shipments: Refers to the volume of corrugated cardboard sent to customers.

Smart Project: This initiative is focused on modernizing processes, systems and employee training at Klabin as part of its technological transformation.

Somatic embryogenesis: In vitro cloning technique that enables the formation of embryos from somatic cells, i.e., the cells that make up most of the plant body and are not reproductive cells (gametes) or germ cells. This technique allows the production of a large number of embryos in a limited space.

Sulfuric acid: Acid composed of sulfur, oxygen and hydrogen, widely used in industry. The Ortigueira site in Paraná has a plant that transforms gases generated during wood cooking into this chemical compound. Part of the acid is used by Klabin itself in its production line and the surplus is sold.

Sustainability-Linked Bonds (SLBs): These are internationally traded fixed-income securities with a focus on sustainability. Through this instrument, companies raising funds commit to achieving environmental, social and governance targets.

Sustainability-Linked Loans (SLLs): This is a financing line granted by private entities to companies. As with SLBs, the company commits to achieving environmental, social and governance targets.

Paris Agreement: The Paris Agreement is an international treaty adopted in 2015 under the United Nations Framework Convention on Climate Change (UNFCCC), which entered into force in 2016. Its main objective is to keep the increase in global average temperature well below 2°C above pre-industrial levels, while pursuing efforts to limit it to 1.5°C, through Nationally Determined Contributions (NDCs), transparency mechanisms and periodic cycles to strengthen climate ambition.

Taskforce on Nature-related Financial Disclosures: The Taskforce on Nature-related Financial Disclosures (TNFD) is a global initiative that provides recommendations and guidance for organizations to report on their approach to nature-related dependencies, impacts, risks and financial opportunities.

TCFD: Created by the Financial Stability Board (FSB) to develop recommendations on the disclosure of climate-related risks and opportunities, the Task Force on Climate-related Financial Disclosures (TCFD) seeks to increase financial transparency for investors, focusing on governance, strategy, risk management and metrics.

TNFD Adopter: By incorporating the recommendations of this framework, organizations can improve risk management and provide greater visibility into financial opportunities related to biodiversity, land use, water use, and climate change.

Turpentine: Derived from pine trees, this chemical product can be used in the pharmaceutical, food and cosmetics industries. Turpentine is also considered a renewable fuel.

Klabin

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