

Sustainability Report

**Highlights of the
Company's performance**
and challenges in 2024
towards KSDGs.



Klabin

Summary



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Message from the **Chair of the Board**



Seedling nursery in Paraná



Commitment to the future

The year 2024 marked Klabin S.A.'s 125th anniversary — a long and honorable journey that began with the courage and resilience of a Lithuanian immigrant, Mauricio Klabin, who found in Brazil the conditions to build and thrive. In 1899, Klabin Irmãos & Cia was founded, laying the groundwork for what would become an extraordinary industrial complex.

Today, more than a century of achievements, stories, and legacy preservation later, the Company remains solidly positioned as Brazil's largest integrated producer of packaging paper.

In strengthening its business model, the year was defined by the successful execution of a carefully designed strategic plan: the acquisition of a major forest area totaling 150,000 hectares, and the delivery of the Figueira Project — a new corrugated cardboard mill located in Piracicaba (São Paulo). With an annual production capacity of 240,000 tonnes, it is one of the largest and most advanced industrial facilities of its kind in the world.

Focus on integration, flexibility, and efficiency

Klabin's operations reflect the responsible and long-term vision of its Board of Directors and Executive Management, aligned with the interests of over 600,000 shareholders, 18,000 employees, and hundreds of business partners. Committed to the broad principle of sustainability, Klabin develops solutions that meet the needs of the present without compromising the ability of future generations to meet theirs.

As we proudly celebrate 125 years, we also recognize key milestones along this journey: the 25th edition of our Sustainability Report, 35 years dedicated to preserving our history through the Klabin Memory Center, and 45 years of partnership with the capital markets. We also celebrate the 90th anniversary of the acquisition of Monte Alegre Farm, in the municipality of Telêmaco Borba (Paraná) — a longstanding reference that continues to evolve over time, remaining modern and relevant in Klabin's trajectory.

Looking ahead, there are many opportunities and much to accomplish over the next 125 years.

Driven by its exceptional talents, Klabin will continue its mission to uphold the longevity, growth, and development of a leading company — one with a living culture, built on courage and resilience, committed to hard work, guided by pioneering spirit, and inspired by boldness.

Amanda Klabin Tkacz

Chair of the Board of Directors

Message from the **Chief Executive Officer**





The year 2024 was especially significant for Klabin, as it celebrated its 125th anniversary. The Company has built a legacy of growth, sustainability and resilience, establishing itself as a global leader in the pulp and paper sector. As a forest-based company, we know well what it means to plant and harvest. I would therefore like to use this analogy here in a broader sense to explain Klabin's recent trajectory.

The year marked the beginning of a period of reaping the results from the major investments we have made. At the Ortigueira Unit (PR), we followed the ramp-up of Paper Machines 27 and 28; at the Piracicaba II Unit (Figueira Project), in São Paulo, the start of operations with cutting-edge, low-conversion-cost technology brought strong expectations for efficiency gains; at the Horizonte Unit (CE), we completed the expansion project with the start-up of a new printer, increasing our capacity to serve customers. In addition, we successfully incorporated Arauco's forest assets in Paraná (Caetê Project). All these investments are evidence of sound decision-making that has placed us in a more competitive market position.

The year presented varying business conditions, which tested and ultimately strengthened Klabin's adaptability, flexibility and highlighted our commitment to delivering strong results. The international pulp market heated up in the first half of 2024 before prices fell back in the final months of the year. Internally, the Company optimized its revenue management and margins, aided by its diversified sales mix and geographic sales flexibility. Meanwhile, the paper packaging market recovered. For example, the paperboard segment remained resilient due to Klabin's exposure to essential sectors such as fresh and processed foods, as well as hygiene and cleaning products. Paperboard sales grew 16% year-on-year, while net revenue rose 14%.

In containerboard, sustained demand throughout the year allowed us to increase our export volume by 44% and net revenue by 30%, compared to 2023. Corrugated cardboard shipments grew by 6.3% in terms of volume, outperforming the sector as a whole, which expanded by 5.3%, according to the Brazilian Paper Packaging Association (Empapel). Net revenue increased by 4% year-over-year, due to robust consumption. Sales volume and net revenue for industrial bags were in line with the figures achieved in 2023. Demand from the cement industry and expansion in foreign markets, especially in the last quarter of the year, were highlights in this area.

Looking at our results as a whole, 2024 was a strong year. Our sales volume increased 6% from 2023, while net revenue grew 9%. At the same time, our total cash cost per metric ton declined 1% compared to 2023, contributing to solid cash generation.

Adjusted EBITDA, excluding non-recurring effects, was R\$7.3 billion in the year, while our EBITDA margin was 37%, up 2 percentage points from 2023. Over the course of 2024, R\$1.5 billion was distributed in cash dividends, corresponding to a dividend yield of 6.2%.

Looking to the future, in 2024 we approved and launched the Monte Alegre Plant Modernization Project, which will replace the site's recovery oiler 1 with a new one, to ensure the operating site's continuity by enhancing its efficiency, competitiveness and sustainability. We also announced the Plateau Project, which involves entering into agreements with a Timber Investment Management Organization (TIMO) to undertake forestry activities, thus accelerating the monetization of surplus land from the Caetê Project. The Plateau Project reflects Klabin's commitment to disciplined capital allocation, reduction in leverage and optimization of return on invested capital (ROIC), generating value for all stakeholders.

In the area of sustainability, we made some important advances. Attaining our highest ever ratings, we remained in the Dow Jones Best-in-Class World Index and rejoined the Dow Jones Best-in-Class Emerging Markets Index (formerly the DJSI – Dow Jones Sustainability Index). These indices feature world-class companies in terms of financial, governance, social and environmental performance. We obtained approval from the Science Based Targets initiative (SBTi) for new greenhouse gas emission reduction targets for Scopes 1, 2 and 3, in line with the global temperature increase scenario of up to 1.5°C by 2030, as well as a net-zero target.

We published our Climate Transition Plan and Biodiversity Conservation and Ecosystem Services Plan, aligned with the formats of the Task Force on Climate-Related Financial Disclosures (TCFD) and Task Force on Nature-Related Financial Disclosures (TNFD). Our commitment to this subject gained even more strength and engagement as we formally linked the performance-based pay of directors, managers, coordinators and specialists to achievement of our annual targets regarding climate, water, diversity, communities and safety.



In 2024, we saw progress in relation to the Klabin 2030 Agenda's targets for water use, greenhouse gas emissions and partnerships with the value chain to promote the circular economy.

In 2025, we plan a comprehensive evaluation of the Klabin Sustainable Development Goals, to take stock of progress and make possible adjustments, focusing on more ambitious results in relation to the market. All this work reflects Klabin's commitments as a signatory to the UN Global Compact Brazilian Network.

For the third year running, Klabin is exceeding its target for its community perceptions survey, achieving an 83.6% acceptance rate in the Company's areas of operation, in 2024. The daily strengthening of these relationships and the Company's social and environmental actions have played a key role in local development.

The year 2024 was also notable for the evolution of our culture. We solidified our Vision and Mission and reviewed the Klabin Attitude – a set of core values and skills required to do business with us. This move was important to connect the behaviors and principles already practiced with our business strategy and delivery of solid results. These new skills have already been incorporated into employees' performance evaluation in 2025, reinforcing their importance.

As we reflect on the year's challenges and achievements, Klabin wishes to thank its employees, board members, investors and other partners for making 2024 a memorable year, worthy of its 125-year history. Their dedication and trust reflect Klabin's enduring innovative spirit, which always seeks the best for its customers, its professionals and the planet. We envision that our harvest of sustained results will continue in 2025, as we remain focused on operational efficiency, financial discipline and creation of value for all our stakeholders.

Cristiano Teixeira

Chief Executive Officer, Klabin

Report



Employee at the Klabin Ecological Park (Paraná)



About this report

This report presents Klabin's performance throughout 2024, as well as the main challenges faced during the period and the actions taken to promote the Company's growth, in alignment with the Klabin Sustainable Development Goals (KODS).

The content covers the period from January 1 to December 31, 2024, with the inclusion of information from early 2025, whenever relevant.

The structure of the report is based on the materiality study in effect up to December 31, 2024*, considering the most relevant topics to Klabin and its stakeholders and on the sustainability practices that make up the KODS.

The management approach for each topic, the results achieved, and the challenges faced are presented in alignment with the GRI Standards 2021, the United Nations Sustainable Development Goals (SDGs), and the Ten Principles of the UN Global Compact.

From the homepage, users can navigate through the main environmental, social, and governance highlights presented here, find specific information in each chapter of the report, and download the full content. Links to other Company channels, such as corporate websites and social media, are also available.

The indicators related to the management of material topics are consolidated in the [ESG Dashboard](#), which also allows consultation of historical data series and the Company's current position regarding the targets set for the coming years.

*a new study addressing dual materiality was underway during the production of this report and will be published in 2025.

Klabin



Araucaria tree in the Serra da Farofa Complex (Santa Catarina)



A culture recognized for excellence

Klabin's solid 125-year history is the result of a culture built on ethical conduct, respect for people, sustainable development as a strategy and an integrated, flexible and diversified business model to deliver high-quality products and consistent results.

The title of Brazil's largest producer and exporter of packaging paper and sustainable paper packaging solutions places even more responsibility on the Company to remain a leader for the sector and for other companies, demonstrating how it is possible to align economic growth, environmental and social responsibility, and governance best practices.

Accordingly, Klabin strives every day to combine its vast experience with the latest innovations. Whether in the management of its forests, in its industrial operations, in the projects developed on behalf of communities or in the creation of solutions for its customers, there is always the desire to do something that surpasses in quality and efficiency what has been done before.

It is with this restless spirit and well-defined values that Klabin has been strengthening its way of doing business, which generates benefits for its shareholders, customers, partners, communities, employees and the planet.

VISION

What does Klabin want and how does it envision itself in the future? To offer sustainable solutions capable of meeting society's changing needs, through forest-based products that are multipurpose, renewable, recyclable and biodegradable.

MISSION

Why does Klabin exist? To generate value for shareholders, employees and society through the responsible and efficient use of our forestry and industrial assets, promoting sustainable development.

Klabin's profile



PRESENT IN ALL REGIONS OF BRAZIL

22 industrial plants in Brazil and one in Argentina



END-TO-END PRODUCTION

Operations ranging from wood pulp production to paper manufacturing and the conversion in packaging



WELL-MANAGED FORESTS

Managed forestry units in São Paulo, Paraná, Santa Catarina and Rio Grande do Sul



COMMITMENT TO INNOVATION AND TECHNOLOGY

Teams of researches working to improve product quality, develop new forest-based products and enhance practices throughout the production chain

Businesses



FORESTRY

Forestry is the basis of all Klabin's activities, as it provides the Company with high-quality pine and eucalyptus wood for the production of pulp and paper, as well as generating biomass to fuel processes in its mills. Furthermore, some of the timber produced is sold to the furniture and construction markets.

Of the total area of 911,000 hectares of forests managed in units in the states of Paraná, Santa Catarina, São Paulo and Rio Grande do Sul, 41% consist of native vegetation set aside for conservation. The Company is a pioneer in mosaic forest management – a technique that creates ecological corridors to connect native forests, helping conserve biodiversity and maintain ecosystem services.

The Company's management practices are certified by the Forest Stewardship Council® (FSC® certifications C022516 and C023492) and by the Programme for the Endorsement of Forest Certification (PEFC/28-22-15 and PEFC/28-22-17). The work carried out by Klabin at Fazenda das Nascentes, a property that forms part of the Farofa Hills Private Nature Reserve in Santa Catarina, enabled the Company to obtain FSC® certification for three ecosystem services: biodiversity conservation (ES1), carbon sequestration and storage (ES2), and watershed services (ES3). In practice, this means that Klabin is working to monitor and maintain biodiversity in the region, protect areas against fires and illegal fishing and hunting, maintain the quality and availability of water resources, and constantly improve its knowledge of matters related to the three aforementioned ecosystem services.



PULP

The Company is recognized as one of the world's leading references in pulp production, known for its strong commitment to sustainability and operational excellence.

Klabin holds a leadership position as the only company in Brazil to produce and market three types of pulp, **eucalyptus hardwood pulp, pine softwood pulp, and fluff pulp**, consolidating a diversified, high value-added portfolio.

These pulps are produced at Ortigueira Plant (Paraná), through highly technological and sustainable industrial processes. In line with strict quality standards, this variety enables the company to meet the needs of different markets and applications, and is suitable for a wide range of segments, including tissue papers, personal hygiene products and disposable absorbents, packaging papers, printing and writing papers, and specialty uses.



PAPER PRODUCT

Klabin produces paperboard and kraftliner with integrated pulp. Using a combination of short fibers (extracted from eucalyptus) and long fibers (found in pine), the Company manufactures products with excellent performance, great versatility and specific characteristics to meet each customers' needs. The origin of the raw material is guaranteed by the Forest Stewardship Council® (FSC-C022516 and FSC-C023492), certification, attesting to the responsible production of forest-based products. This business unit also produces recycled paper for packaging.



PACKAGING

Klabin is a leader in the Brazilian packaging sector, producing corrugated cardboard boxes and industrial paper sacks that generate value for its customers' products. The product range includes options for different markets, such as food products, chemicals and byproducts, fruits, flowers, poultry, beverages, tobacco, metal goods, perfumes and cosmetics. The Company also develops tailored solutions for customers. Klabin packaging is made from renewable raw materials, reflecting the Company's commitment to sustainability.

Products



WOOD: All the wood used in Klabin's pulp and paper production process is certified and comes from controlled sources, in pine and eucalyptus forests cultivated for this purpose. Additionally, some of the timber produced by the Company is sold to the furniture and construction markets.



SHORT-FIBER PULP: Short-fiber pulp, produced from eucalyptus fibers, serves as the base material for making printing and writing papers, paperboard, packaging paper and tissue paper (used to produce toilet paper, facial tissues and paper napkins). Its main characteristics are tensile strength, air resistance, softness and printability (the paper's capacity to receive and retain high-quality printing).



LONG-FIBER PULP: Made from pine trees, long-fiber pulp is mainly used for the production of tissue paper, packaging paper and specialty paper. This product's characteristics include high strength and absorption capacity. For this reason, it is used in coffee filters, automotive filters and even fiber cement roof tiles.



FLUFF PULP: Due to its high absorption capacity and speed, fluff pulp is used to manufacture sanitary pads, children's and geriatric diapers, and wet wipes. Made from pine trees, the product is designed to provide stability, homogeneity and quality.



KRAFTLINER: Kraftliner is a high-strength paper used mainly to make corrugated cardboard packaging. Klabin produces this material from virgin pine and eucalyptus fibers, combining sustainability and strength. One of the highlights of this category is the innovative Eukaliner®, the world's first kraftliner produced exclusively from eucalyptus fibers. This technology allows for the manufacture of lighter and more resistant packaging, optimizing the use of raw materials without compromising quality.



PAPERBOARD : Klabin's paperboard lines use different compositions of pine and eucalyptus fibers to offer the best combination of rigidity, structure, resistance and print quality. The product is used to make long-life, frozen and refrigerated food packaging, multipacks for drinks and cartons with anti-grease protection.



KRAFT PAPER SACKS: Used in the production of industrial paper sacks for the food, chemical, agricultural sectors and construction, Klabin's kraft sacks offer mechanical resistance, high print quality, flexibility and durability.



RECYCLED PAPER: Klabin's recycled paper products can be used in paper cores and/or on the outside and inside covers of corrugated cardboard boxes. They are uniform in weight, have a low level of impurities and their strength can be optimized with the application of starch.



INDUSTRIAL PAPER SACKS: Klabin's industrial paper sacks are made from kraft sack paper and stand out for their strength, porosity, elasticity, excellent finish and print quality. The Company develops customized solutions, taking the needs of each customer into account.



CORRUGATED CARDBOARD: Klabin's corrugated cardboard packaging is supplied to all business sectors, aligned with each customer's specifications and the highest quality requirements. This product's characteristics include resistance to various storage and transportation conditions, such as humid and low-temperature environments.

A history worth celebrating

In 2024, when it turned 125, Klabin celebrated some major milestones in its history:

90 years in Paraná

In 1934, Klabin acquired Fazenda Monte Alegre, a property in what would later become the municipality of Telêmaco Borba, thereby laying the foundations for its forestry assets in Paraná. Years later, in 1946, the Company opened Brazil's first integrated pulp and paper mill, which for some time produced 100% of the country's newsprint.



45th anniversary of Parque Ecológico Klabin

The Parque Ecológico Klabin (Klabin Ecological Park - PEK) was created in Telêmaco Borba, Paraná, in the 1980s, to promote biodiversity conservation, the maintenance and rehabilitation of wild animals, species conservation, environmental education and the development of scientific research.

PEK recently obtained animal welfare certification from the Brazilian Association of Zoos and Aquariums (read more in [Biodiversity](#)). The park is home to around 120 animals of 30 different species and around 91% of its almost 10,000 hectares are made up of native forest.

45 years on the São Paulo Stock Exchange

In 1979, Klabin was listed on the [São Paulo Stock Exchange](#) (now known as B3). Since then, Klabin has proven to be a solid company for its shareholders and committed to governance, social and environmental practices. This is evidenced by Klabin's continuous inclusion in the B3 Corporate Sustainability Index.

35th anniversary of Centro de Memória Klabin

The Centro de Memória Klabin (Klabin Heritage Center) plays a fundamental role in celebrating the Company's 125-year history, honoring its rich legacy. The center's archives include more than 70,000 physical photographs and 300,000 scanned documents, along with noteworthy cash ledgers, audiovisual materials, historical correspondence, company advertisements and other materials.

These documents portray the Company's 125-year journey and include materials owned, donated, or acquired since its founding in 1899, related to the history of the Klabin-Lafer family and the Company itself. The Company's memory is also intertwined with the history of Brazil and, as such, must be documented and preserved, serving as a resource for scientific and technological research and enabling a better understanding of the present. In 2022, Klabin's collection was officially recognized by the National Council on Archives (Conarq) as being of public interest and significant to the history of Brazilian industrial development.

Visit the link: [Centro de Memória Klabin](#)

25 years of sustainability reports

In 2024, Klabin released its 25th sustainability report. This annual document presents the Company's key indicators in the environmental, social and governance areas and highlights its strategy of transparency and commitment to sustainable development.

5th anniversary of Centro de Interpretação da Natureza

The Centro de Interpretação da Natureza - CINAT (Nature Interpretation Center), located in the Complexo Serra da Farofa Private Nature Reserve in Santa Catarina, was created in 2019 to support and foster master's and doctoral scientific research aimed at diagnosing and monitoring the biodiversity of the Atlantic Forest biome.



5th anniversary of Klabin For You

Launched in 2019, Klabin For You was the Company's first e-commerce channel aimed at end consumers. This is the only digital platform in Brazil to offer packaging made from raw materials from renewable sources, customizable and in small batches serving small- and medium-sized entrepreneurs.

Recognition and awards

Dow Jones Best-in-Class Indices

In 2024, attaining the highest ever ratings, Klabin remained in the Dow Jones Best-in-Class World Index and rejoined the Dow Jones Best-in-Class Emerging Markets Index. These indices feature world-class companies in terms of financial, governance, social and environmental performance.

S&P Sustainability Yearbook

For five consecutive years, Klabin has ranked among the "top 1%" of companies with the best ESG practices, according to S&P Global, being the only Brazilian company in this select group. With its highest score to date, the Company was the only Brazilian to achieve the top rating in 2025.

ANEFAC Awards – Transparency Trophy

In recognition of its 2023 financial statements, Klabin was awarded the Transparency Trophy by the National Association of Executives (ANEFAC) in October 2024.

Exame Magazine Best Companies for ESG Guide

For two consecutive years, Klabin has been named by Exame Magazine as one of the top performers in ESG practices within the pulp and paper sector.

100 Most Influential Companies in Brazil

Klabin features in this ranking, produced by the Brazilian Business Leaders' Group (LIDE) and business magazine Veja Negócios. The list is based on criteria such as revenue, profitability, reputation, innovation, pioneering initiatives and adoption of ESG policies.



PPI Awards

Klabin received an award from Fastmarkets RISI in the Green Energy and Biofuels category, based on a case involving the Company's sludge drying process implemented in the Puma II Project. These awards are aimed at companies and professionals in the pulp and paper sector.

ABTCP Sector Highlights Awards

Klabin was among the winners of the 2024 Brazilian Pulp and Paper Technical Association (ABTCP) Sector Highlights Awards, coming first in the Packaging Paper Manufacturer category (based on a case titled "Eukaliner® White Coated 8K") and in the Sustainability category (based on an article about sulfuric acid production using non-condensable gases).

Embanews Awards

This awards scheme recognized three products developed by Klabin: the Bag-In-Box for Bem-Te-Vi olive oil came first in the Reduction in Raw Material, Energy and Water Consumption category; the Bag-In-Box for Suvinil varnishes won in the Ecological Packaging Design and Production category; and a solution developed for Nespresso Vertuo was considered the best packaging for an Aeroccino coffee maker.

Find out about recognitions for leadership in the [GOVERNANCE →](#)



KLABIN

KODS

CORPORATE
GOVERNANCERENEWABLE
FUTURESUSTAINABLE
ECONOMYPROSPERITY
FOR PEOPLER&D AND
INNOVATIONESG
HIGHLIGHTS

Klabin in Brazil and around the world



Softwood, hardwood and fluff pulp

PR Ortigueira



Packaging papers

SP Angatuba
PR Monte Alegre
Ortigueira
SC Correia Pinto
Otacílio Costa



Recycled papers

PE Goiana
SP Paulínia
Piracicaba



Corrugated board packaging

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



Sack kraft packaging

PE Goiana
SC Lages
ARG Pilar



Forestry area

Paraná
Rio Grande do Sul
Santa Catarina
São Paulo



Technology Center

PR Klabin Technology Center
SP Packaging Technology Center

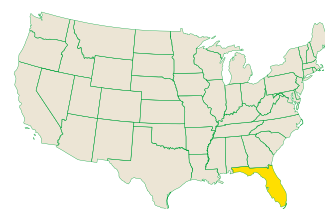
Klabin around the world



Argentina
Plant and office



Austria
Office



USA
Office

*In May 2025, the Franco da Rocha Plant (SP) was decommissioned.



A new Forestry business unit

The source of Klabin's raw materials, the Forestry business unit is the foundation for the production, quality, and competitiveness of all products across the value chain. The Company's commitment to best practices starts at the very beginning, with the production of seedlings designed for high productivity and the use of a mosaic planting methodology, which mixes cultivated and native forests and is a global benchmark for sustainable management.

In line with the Company's evolution, the Forestry business unit expanded in 2024. Through the incorporation of sites acquired from Arauco through the Caetê Project, another 150,000 hectares, divided between cultivated forests (85,000 hectares) and conserved native forests, came under the Company's management. The integration process was extensive and encompassed not only the forests, but also employees, acquired equipment, new communities, suppliers, and customers.

See more **R&D AND INNOVATION** →

Preparing for the future

The growth of the Forestry business unit led to the creation of a Forest Master Plan structured around ten pillars. Key highlights include:

- The Safety area is now guided by a new Safety Master Plan, a comprehensive document developed collaboratively across all departments to organize demands and drive progress in health and operational safety standards across the Forestry operations.
- The Operational Control Center plays a key role by integrating road safety control with a dedicated control room. This space will operate 24/7 and provide full monitoring of the 3,000-vehicle fleet, including heavy trucks, buses, and light vehicles, enabling improved traffic flow control through new protocols and enhancing safety and quality conditions.
- Regarding logistics and inventory models, a project is underway to update service level parameters, aiming for greater efficiency in supply management and integration with the mills.
- In the Silviculture area, a structuring project focused on cost optimization and quality will deliver a complete review of the entire management and operational model. The growing difficulty in hiring labor and the associated rising costs have created an opportunity to launch this program, which will revise the registration and planning system, the degree of mechanization, and the labor matrix, while also advancing the field technology journey and the digitalization of controls.

The Forest Master Plan will serve as the work guide for the coming years, outlining priorities and necessary actions to support the foundation of the Company's roadmap. This growth and transformation within the Forestry Unit required a reorganization of the management structure and operating model:

- The Forestry business unit's departments were restructured to establish a direct connection between Planning and Operations.
- The management model was redesigned with process-based management and regional coordination, enabling a more agile connection between decision-making and execution.



RPPN Vale do Corisco, in Sengés (Paraná).

Highlights of Forestry business unit in 2024

911,000

hectares of total area

463,000

hectares of productive areas

41%

conservancy native areas

111

trees planted per minute

80

municipalities encompassing tree planting, harvesting and purchasing

30

active harvesting modules

11,000

workers transported every day, including employees and contractors

Continuous improvement

A key initiative in Klabin's continuous improvement process was the integration of the Forestry business unit's planning with the Monte Alegre and Ortigueira plants in Paraná. The exchange of information and multidisciplinary team approach led to changes in processes, bringing about gains for all sides. One example was work carried out to increase the quality of raw material produced, which involved adjustments to the size of wood chips and debarking of the material. The new guidelines agreed between different areas made it possible to increase the capacity to supply Klabin's mills, without the need for new investments.

Another area of improvement was the maturing of Klabin's "Superar" ("Surpass") continuous improvement program within the Forestry business unit. This operating model, already well established at the Company's plants, underwent some adaptations and was applied to timber harvesting in six modules. The autonomous management supported by Superar, combined with the maintenance area's work, proved to be efficient, and this approach is due to be extended to other modules in 2025.

From Brazil to the world

As well as serving the Brazilian market, where it remain production and trade leader in packaging, Klabin exports products to more than **80 countries**.



Logistics network

Klabin has a logistics network that integrates road, rail and maritime modes to ensure agility and safety in the transportation of wood, pulp, paper and packaging.



ROAD

Trucks take Klabin products all over Brazil. The vehicles are monitored to ensure the safety of the drivers and the community.



RAIL

A railroad branch line connects the Ortigueira Plant in inland Paraná to the Paper and Pulp Logistics Unit in Paranaguá on the state's coast. Some of the cargo sent by road passes through Klabin's container terminal, which centralizes the flow of pulp and paper from the Monte Alegre and Ortigueira plants.



MARITIME

Maritime transport utilizes containers and breakbulk shipping – an economical and agile option for sending products to international customers.

Logistics flexibility

The complexities of maritime logistics, intensified by recent international issues such as the Red Sea crisis and the Panama Canal drought, combined with infrastructure challenges in Brazilian ports, prompted Klabin to reassess its strategy. The goal was to maintain timely and high-quality deliveries of its products to customers worldwide.

The circumstances confirmed the flexibility and competitiveness of Klabin's logistics ecosystem, providing the Company with greater operational stability and agility in adapting to new scenarios. One of the solutions to bypass port congestion was the use of breakbulk shipping for fluff pulp and paper reels bound transportation to Europe. In this model, the products are stored directly in the ship's holds avoid congested terminals both along the Brazilian coast and at final destinations, minimizing potential delivery delays to customers. At the same time, Klabin continues to engage with ports and their personnel to improve the efficiency of container transportation.

Effective operational planning, emphasizing synergies between production and logistics, has also been crucial in ensuring that inventory levels are aligned with demand and flow capacity.



Breakbulk shipping mode.

Key numbers in 2024:

**MORE THAN 1.4 MILLION TONNES
OF PULP***
have been handled by the Klabin Port Terminal since
it opened in 2022.

IN BRAZIL,
Klabin has established itself as one of the
largest container shippers in both long-haul
(export) and coastal shipping.

*Amount refers to the period from December/2022 to April/2025.



Klabin's Container Terminal (KBT).

KODS



Azure jay at the Klabín Ecological Park (Paraná)



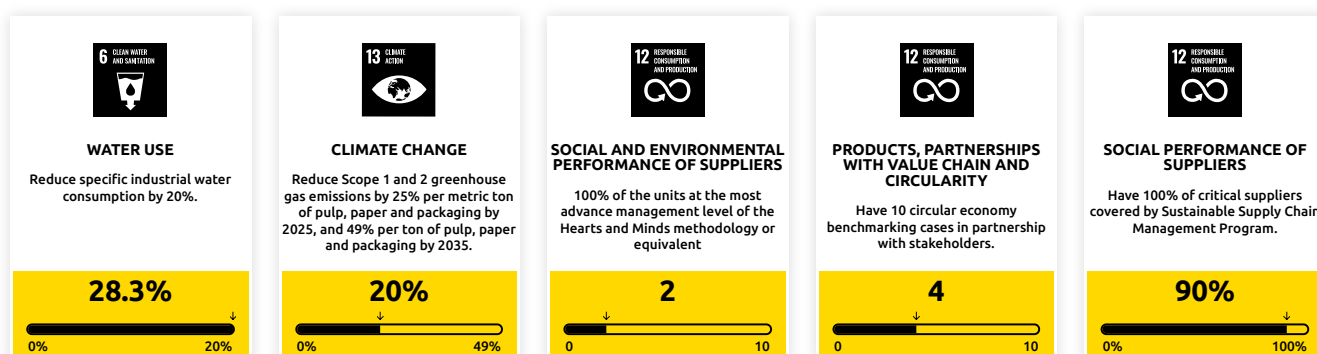
Progress toward Klabin Sustainable Development Goals

The Klabin Sustainable Development Goals, known as KODS (KSDGs), are environmental, social and governance commitments undertaken by the Company for the short term (2021), medium term (2025) and long term (2030). They are aligned with the United Nations Sustainable Development Goals and cover high-priority topics for the Company, as part of its strategic growth plan.

To drive the progress of these goals internally, they were integrated into a Sustainability Index, which evaluates four annual targets performances linked to the Klabin Sustainable Development Goals. The achievement of these goals represents 10% of the performance-based pay of directors, managers, coordinators and specialists. Another 10% depends on the achievement of the annual safety target, which is also part of the Klabin Sustainable Development Goals agenda.

At the Company's operational units, critical analyses of environmental indicators are conducted monthly. This process is important for identifying opportunities for improvement and designing action plans linked to annual Sustainability Index commitments. Specific indicators were also developed for each plant, considering the contribution each could make to achieving corporate targets for carbon emissions, waste management, and water usage.

The following public commitments saw progress in 2024:



In 2025, the Company plans to conduct a comprehensive review of the KODS targets to assess the progress of ongoing objectives and identify which ones can be updated in terms of ambition and alignment with new regulations.

You can track the evolution of these and other indicators on the **ESG PANEL** →

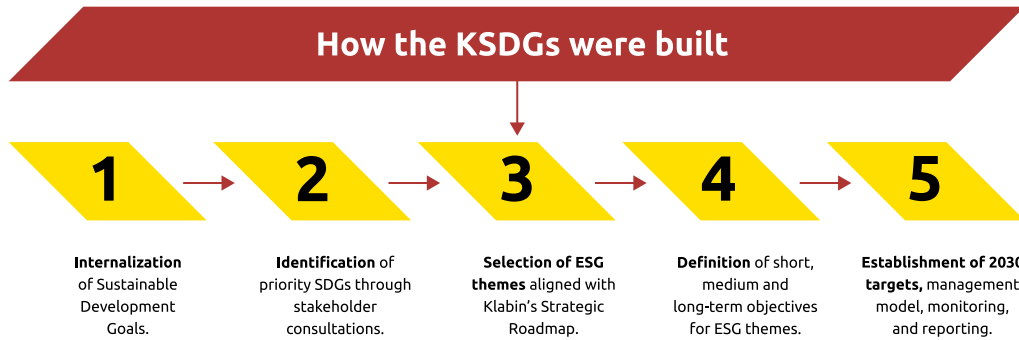
Materiality assessment

The Klabin Sustainable Development Goals are composed of 23 high-priority themes*, organized into four pillars:

MATERIALITY ASSESSMENT	
Building a renewable future	- Forest yield - Wood availability - Waste management - Climate change - Water use - Energy use
Contribution to a sustainable economy	- Biodiversity - Forest certification - Ethical conduct and integrity - Local development - Suppliers' social and environmental performance - Risk management - Local development and impact on communities - Production and logistics - Products, partnerships with value chain and circularity
Prosperity for people	- Klabin's culture - Human capital development - Diversity - Management and engagement of professionals - Occupational health and safety
Technology and innovation	- Innovation management - Cybersecurity - Multiple uses for wood

* Materiality in effect in 2024, the reporting period.

To arrive at these strategic topics, the Company evaluated its Sustainable Development Goals from the perspective of business strategy, and when determining priorities, it set targets with different timeframes. This process took place in five stages:



* This work was carried out in 2019, followed by subsequent analysis and reviews of each identified need.

The following table links the Klabin Sustainable Development Goals with the UN Sustainable Development Goals and lists indicators for each topic:

Relevant topics	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Wood availability				% of wood consumed that is certified		Responsible forest management	
Increased forestry yields				% of production land located in water-stressed areas		Forest productivity indicator (including expansion areas)	
Energy use					Renewable sources' share of energy supplies		% of energy consumed that is certified
Water use				% reduction in specific water consumption % of production land located in water-stressed areas			
Waste management							% use of industrial waste
Climate change		Number of people benefiting from Caiubi Program			Renewable sources' share of energy supplies		Decarbonization initiatives to support 2050 net-zero target
Production and logistics							
Forest management certification	% of wood used that is certified			% of wood used that is certified			
Ethical conduct and integrity				Environmental fines and penalties			
Risk management	Resilience strategies linked to health and safety indicators	Diversity strategies in the context of human rights		Resilience strategies for water scarcity risks	Resilience strategies for high-priority risks identified for energy consumption	Human rights due diligence	Resilience strategies developed for decarbonization plan
Local development and impact on communities		Improvement in Basic Education Development Index scores (through "Sowing the Seeds of Education" program)		% of area restored (via Forest Compliance Program and Community Forests Program)		% acceptance in communities (social license)	
Suppliers' social and environmental performance	% of critical suppliers evaluated by Supplier Social and Environmental Management Program			% of critical suppliers evaluated by Supplier Social and Environmental Management Program	% of critical suppliers evaluated by Supplier Social and Environmental Management Program	% of critical suppliers evaluated by Supplier Social and Environmental Management Program	
Products, partnerships with value chain and circularity				% of water reused		Number of circularity cases developed through partnerships	% of products with completed life cycle analysis
Biodiversity		Number of nature conservation research projects supported		Resilience strategies for water scarcity risks		% of wildlife-vehicle collision hotspots with implemented actions	Resilience strategies developed for positive net impact plan



KLABIN

KODS

CORPORATE
GOVERNANCERENEWABLE
FUTURESUSTAINABLE
ECONOMYPROSPERITY
FOR PEOPLER&D AND
INNOVATIONESG
HIGHLIGHTSTemas
relevantesHuman capital
developmentAverage hours
of trainingReturn on
investment in
human capitalManagement and
engagement of
professionalsPrograms and
benefits associated
with employee
well-beingGender pay
equity% of
performance-based
pay linked to
sustainability targets

Klabin's culture

% favorability in
climate survey% favorability in
climate survey,
by genderSuccessor
mapping

Diversity

Women's share
of leadership
positions% of employees by
gender, category,
generation, race
and disabilityOccupational
health and
safetyAccident severity and
frequency rates;
Number of life-changing
injuries; Occupational
disease rate; Programs
and benefits associated
with employee
well-beingUnits' level of maturity
in terms of Hearts and
Minds (H&M)
methodologyMultiple uses
for woodNew businesses
accessed through
research avenuesInnovation
management

Cybersecurity

% of direct and
indirect employees
included in digital
languageApplication of ISO
27001 standardsRelevant
topicsWood
availability% of wood consumed
that is certifiedStanding timber (m³);
Harvested timber (m³)Resilience
strategies for
identified physical
and transition risks% of species
dependent on forests
of good environmental
quality% of consumed
wood from suppliers
that is certifiedIncreased
forestry
yieldsForest
productivity
indicatorResilience strategies
for identified
physical and
transition risks% of species
dependent on forests
of good environmental
quality

Energy use

ISO 50001
certification in
energy-relevant
unitsResilience strategies
for identified physical
and transition risks% of partners
engaged in climate
transition

Water use

% of production
in water-stressed
areas% of properties with
socially responsible
water managementNumber of
partnerships aimed
at regional water
securityWaste
management% increase in income
among participants
in Klabin Circular
Economy Program% of industrial
waste sent to
landfillsCircularity
initiatives
implementedNumber of
partnerships
developed with
members of value chain

Climate change

% reduction in
greenhouse gas
emissions
(SBTi aligned)Resilience
strategies for
identified physical
and transition risksResilience
strategies for
impacts identified
in Biodiversity Plan% of relevant
partners adhering
to Klabin
Transition PlanProduction
and logisticsIntegration of S&Op
across all businessesForest management
certification% of wood used
that is certified% of wood used
that is certified% of endangered
species identified% of suppliers
identifiedEthical conduct
and integrityCases involving
Code of ConductEnvironmental
fines and penaltiesEnvironmental
fines and penaltiesEnvironmental
fines and penaltiesImplementation of
Integrity Program



KLABIN

KODS

CORPORATE
GOVERNANCERENEWABLE
FUTURESUSTAINABLE
ECONOMYPROSPERITY
FOR PEOPLER&D AND
INNOVATIONESG
HIGHLIGHTSTemas
relevantesRisk
managementStrategies to
protect and respect
human rightsStrategies to
protect and respect
human rightsManagement of items
identified in Social
and Environmental
Aspects and Impacts
MatrixResilience strategies
for risks linked to
rising temperatures
and extreme eventsResilience
strategies for
impacts identified
in Biodiversity PlanHuman rights
due diligenceLocal development
and impact on
communities% increase in income
among participants in
Klabin Circular
Economy Program% of municipalities
with participatory and
public management
programsHuman rights
due diligence
measuresVolume of waste
reused (Klabin
Circular Economy
Program)% of area restored
(via Forest
Compliance Program
and Community
Forests Program)% of public policies
created from
regional Social
Progress IndexImplementation
of measures in
Stakeholder
Engagement
ProcedureSuppliers' social
and environmental
performance% of critical suppliers
evaluated by Supplier
Social and
Environmental
Management Program% of critical suppliers
evaluated by Supplier
Social and
Environmental
Management Program% of critical suppliers
evaluated by Supplier
Social and
Environmental
Management Program% of critical suppliers
evaluated by Supplier
Social and
Environmental
Management Program% of critical suppliers
evaluated by Supplier
Social and
Environmental
Management ProgramProducts,
partnerships
with value chain
and circularity% recovery of
products and
packaging

% of fiber recycled

% of raw materials
from renewable
sources

Biodiversity

% of species
dependent on forests
of good
environmental qualityTrend in
identification of
threatened/vulnerabl
e species (monitoring)Resilience
strategies for
impacts identified
in Biodiversity PlanNumber of wildlife
reintroduction
actions conductedHuman capital
developmentManagement and
engagement of
professionalsFinancial impact of
skills development
programs

Klabin's culture

% favorability in climate
survey, by generation% favorability in
climate survey

Diversity

% positive perception
of conditions of
respect and equalityCompliance with
external public
commitments
linked to diversityOccupational
health and
safetyApplication of
Occupational Health
and Safety
Management SystemMultiple uses
for woodRenewable solutions
developed with social
and environmental
benefitsInnovation
managementImplementation
of sustainable
solutions aligned
with the business

Cybersecurity

Application of
Cybersecurity Policy
and related indicators

Double materiality

To meet global and regulatory demands, Klabin has reviewed its high-priority topics through the lens of double materiality. The double material topics for the private sector, such as Climate and Biodiversity, already have their transition plans published and established according to the standards required by the International Sustainability Standards Board (ISSB). Further information can be accessed on [Klabin's ESG Panel](#).

In addition, new plans in compliance with the reporting standards are due to be released in 2025, including a complete matrix of material and double-material topics.

Corporate Governance



Employees at the Piracicaba II Plant (São Paulo)



Management

Klabin's business governance is aligned with domestic and international best practices. The Company's work is guided by its commitment to management evolution, the building and strengthening of ethical relationships and the promotion of sustainable development. Proof of this engagement is Klabin's continued inclusion in key Brazilian and global ESG indices, such as the Dow Jones Best-in-Class Indices.

To highlight its best practices to the market and strengthen them, Klabin has subscribed to the Brazilian Association of Publicly Traded Companies (Abrasca) Self-Regulation and Best Practices Code for Listed Companies since 2011. This code establishes principles, rules and recommendations for enhancing corporate governance practices. The Company has been on B3's list of "Level 2 Governance" companies for 11 years, demonstrating its commitment to transparency.

Recognition for top management

For the second time, Cristiano Teixeira, Klabin's chief executive officer, was rated CEO of the Year in Latin America by Fastmarkets RISI, the foremost information provider for the global forest products industry. He was also among the winners of the 2024 Valor Executive Awards, run by the business newspaper Valor Econômico, coming top in the Paper and Pulp category. This annual awards scheme evaluates the best leaders in Brazil in 24 sectors.

Corporate governance composition

Klabin's governance structure is made up of bodies that work in synergy to achieve financial, social and environmental results. Transparency in relation to its practices and responsibility toward shareholders, customers and other stakeholders guide decision making by leadership. The roles of each body are described below:



GENERAL SHAREHOLDERS' MEETING

As Klabin's highest decision-making authority, shareholders are responsible for deciding on strategic and operational issues, such as electing members of the Board of Directors and approving the financial statements.



BOARD OF DIRECTORS

Composed of 14 regular and alternate members elected at General Shareholders' Meetings, six of whom are independent, the board's responsibilities include defining the business objectives of Klabin and its subsidiaries, monitoring and assessing the Company's performance, and appointing and evaluating the members of the Statutory Board.



EXECUTIVE LEADERSHIP

Senior management is divided into three groups: the Statutory Board, the Executive Board and appointed officers. The Statutory Board is made up of six members – the CEO and six directors – all elected by the Board of Directors. This group is responsible for implementing the board's decisions and, together with the other directors, managing the Company's day-to-day operations and business activities. The Executive Board consists of two additional directors, who report to the CEO.



FISCAL COUNCIL (A SUPERVISORY BODY REQUIRED BY BRAZILIAN CORPORATE LAW)

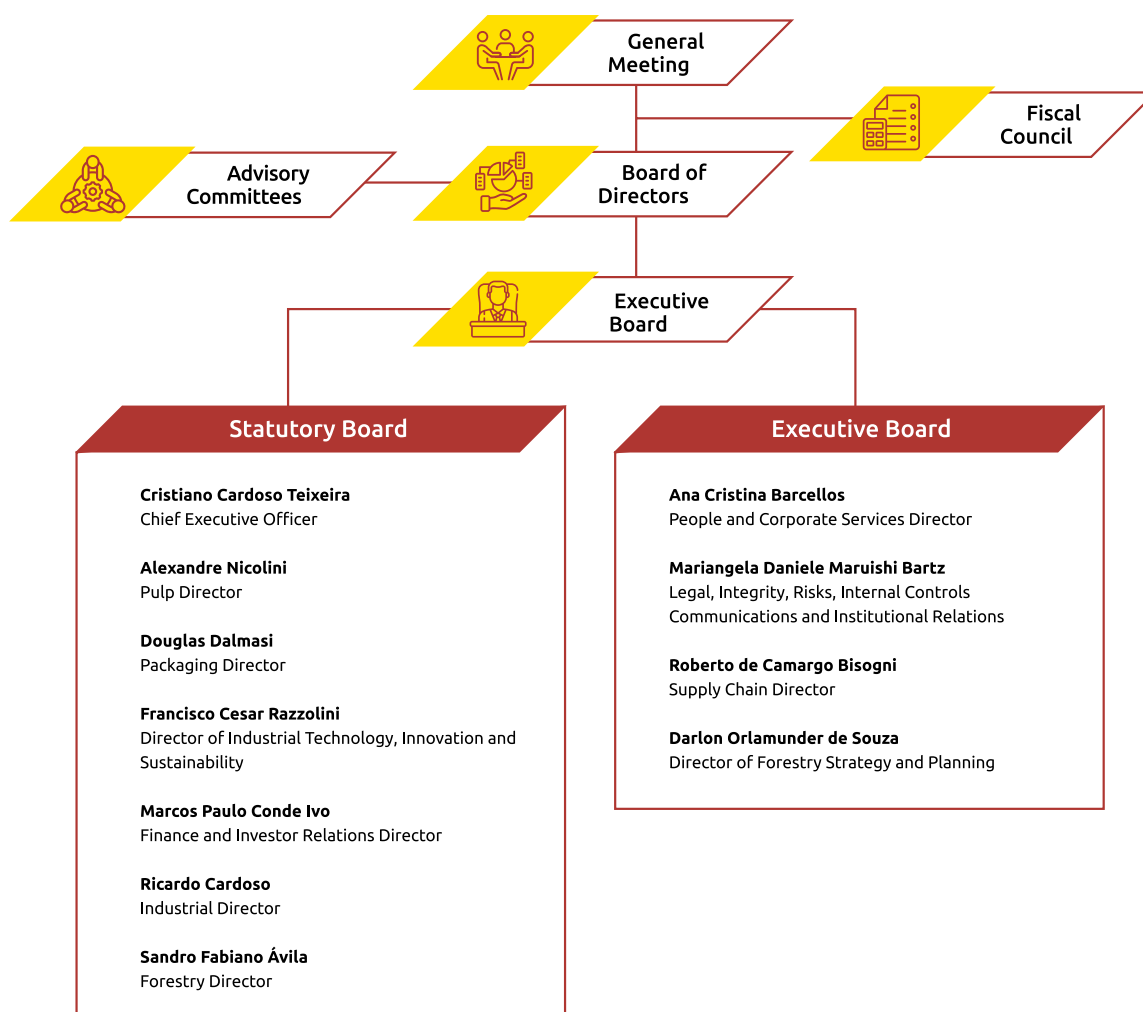
Comprising five regular members and five alternate members, this body is responsible for assessing the financial statements, giving its opinion on the management bodies' proposals to be submitted to General Shareholders' Meetings, and overseeing the performance of executive officers.



ADVISORY COMMITTEES

Klabin has three advisory committees: the Audit and Related Parties Committee, People and Culture Committee, and Sustainability Committee. Each is made up of a minimum of three and a maximum of five members, all elected by the Board of Directors. The role of these committees is to evaluate, vote on and issue opinions on the duties and responsibilities defined in their respective regulations, approved by the Board of Directors.

Organizational structure





Composition of Boards and Committees

Board of Directors – regular members in 2025

Board member	Board substitutes
Alberto Klabin	Maria Silvia Bastos Marques
Amanda Klabin Tkacz - Presidente	Daniel Miguel Klabin
Amaury Guilherme Bier*	Victor Borges Leal Saragiotto
Celso Lafer*	Paulo Roberto Petterle
Francisco Lafer Pati	Luis Eduardo Pereira de Carvalho
Horácio Lafer Piva	Henrique Guaragna Marcondes
Isabella Saboya de Albuquerque*	Adriano Cives Seabra
Lilia Klabin Levine	João Adamo Junior
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 Luiz Leme Klabin*	Marcelo Bertini de Rezende Barbosa
Vera Lafer	Antonio Sergio Alfano
Wolff Klabin	Pedro Silva de Queiroz

(*) Independent board member in accordance with the Abrasca Code of Self-Regulation and Best Practices for Publicly Held Companies

Fiscal Council – regular members in 2025

Board member	Board substitutes
Célio de Melo Almada Neto	Maurício de Araújo
Igor de Castro Lima	Antonio Marcos Vieira Santos
Pedro Guilherme Zan	Vivian do Valle Souza Leão Mikui
Sergio Ladeira Furquim Werneck Filho	Raul Ricardo Paciello
Tomás Junqueira de Camargo	Carlos Maurício Sakata Mirandola

Advisory Committees – regular members in 2025

Audit and Related Parties Committee

Amaury Guilherme Bier
João Adamo Junior
Pedro Silva de Queiroz

People and Culture Committee

Henrique Guaragna Marcondes
Marcelo Bertini de Rezende Barbosa
Wolff Klabin

Sustainability Committee

Maria Eugênia Lafer Galvão
Paulo Roberto Petterle
Roberto Luiz Leme Klabin



Investor relations

IR WEBSITE

The Investor Relations website brings together the Company's main information, such as its corporate structure, studies, codes, policies, financial reports and dividends.

KLABIN INVEST

Exclusive video and podcast content platform for investors, offering information on the Company's performance, innovation, sustainability and topics of interest to the financial markets.

Commitment to transparency

Klabin provides detailed and consistent information to shareholders and the markets through quarterly financial reports, adhering to the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB).

Since 1999, the Company has published an annual Sustainability Report, detailing its environmental, social and governance performance. In 2021, capital market stakeholders gained convenient access to a range of sustainability indicators on Klabin's ESG Panel.

In 2024, Klabin strengthened its commitment to transparent sustainability-linked financial reporting by launching its Sustainable Finance Report. This document provides details on the issuance of green bonds, initiated in 2018, alongside other sustainability-linked instruments, including sustainability-linked bonds (SLBs), sustainability-linked loans (SLLs), accounts receivable financing and revolving credit facilities (RCFs). In 2025, this report will include progress on green bond targets, following a R\$1.5 billion bond issue in 2024 tied to emissions goals for paper production.

This integrated disclosure underscores Klabin's leadership in sustainable finance and provides a reliable, transparent foundation to aid understanding and decisions among capital market participants and other stakeholders.

Access these documents via the following links:



[Financial Reports](#)



[Sustainable Finance Report](#)



[ESG Panel](#)



[Previous years' Sustainability Reports](#)

Review of policies

By reviewing several policies, including its Financial Indebtedness Policy, Dividend and Interest on Equity Distribution Policy, Anti-Corruption Policy, Trade Sanctions Policy and the Supplier Code of Conduct, Klabin reaffirmed its commitment to a long-term vision and sustainable value generation for its investors. These periodic reviews ensure alignment with business evolution and reflect the Company's transparency and long-term perspective.

During the year, Klabin also disclosed its updated cash cost and capital expenditure projections – critical market indicators that reinforce the predictability of its business model. This was the first time that the Company published these indicators, and it successfully adhered to its guidance despite exchange rate volatility and other economic challenges.



Risk identification and management

Klabin works continuously to identify and understand the main characteristics of risks related to its business, with a focus on preventing losses and anticipating events that could potentially impact the Company. This mapping and management process is carried out in five stages:

- 1. Identifying risks and understanding their characteristics;**
- 2. Classifying risks according to the origin of events;**
- 3. Assessing the criticality of risks, considering their impact and vulnerability;**
- 4. Determining how each risk should be treated, including the creation of action plans;**
- 5. Monitoring risks and periodically reviewing their respective action plans.**

Mapped risks may be treated in two main ways: Avoid or Accept (encompassing Retain, Reduce, Transfer or Exploit). Klabin's Risk Management Policy determines the role of each governance body, including the Board of Directors, the Audit and Related Parties Committee, executive leadership, the Risk Committee, the Risk Area and the Business Continuity Area.

Risks classified as High and Critical are prioritized for the development of action plans and indicator-based monitoring.

Business continuity planning

Business continuity planning is a wide-ranging process used by Klabin to identify potential threats to the Company and the impacts these threats may have on its business. This organizational preparation goals on cushioning risks and providing an effective response in order to safeguard the interests of the Company's stakeholders, reputation, brand and value creation activities.

To implement business continuity plans at its plants, the Company needs to carry out five steps:

- 1. Business impact analysis;**
- 2. Creation of scenario matrix;**
- 3. Creation of operational continuity plan;**
- 4. Creation of disaster recovery plan;**
- 5. Tabletop exercise.**

Once a site has implemented a business continuity plan, it receives a handbook containing a wide range of information, to be consulted whenever necessary. A tabletop exercise is carried out once a year during which decisions are made and evaluated. The results of these analysis, as well as any recommendations for improvement, are consolidated in a report.

Operational continuity governance

Klabin employs operational continuity governance for risk management. Its main objective is to assist plants in reviewing, updating and maintaining their business continuity plan (including all the materials and/or documents that make it up) after it has been implemented. The governance processes include crisis committee meetings, periodic tabletop exercises and reviews of Operational Continuity Plans.



Production of corrugated cardboard packaging at the Piracicaba II Plant (SP).

Internal controls

The year 2024 was marked by the review and reassessment of standards, based on the Board of Directors' Policy for Klabin's Normative System. In force since the end of 2023, this policy guides the creation, amendment and approval of the Company's internal rules and defines criteria for their standardization. The process is essential for each area to establish its procedures without duplication or inconsistencies.

The following notable milestones were also reached in 2024:

- Klabin finished implementing the SoftExpert system and began migrating revised documents to this platform;
- The Company started identifying operational controls in different areas, in line with the corporate risk matrix, as well as mapping activities to check the entry and exit of vehicles and people at operating sites, with the aim of standardizing this process;
- Klabin continued to conduct the Smart Project (see the Information technology section for more information), monitoring the approvals portal, validating existing controls and migrating these controls to the new system, as well as tracking and validating process changes;
- The Company tested the design and effectiveness of the entire control matrix for the Company's financial reports.

In 2025, proposals for mapping controls based on IFRS S1, IFRS S2 and CVM Resolution 198 will be presented to executive leadership.

Data privacy

In 2024, various measures were taken to ensure the security of data managed by Klabin. In line with Brazil's General Data Protection Law (known by its Portuguese initials, LGPD) and other domestic and international standards, the Company continued to execute its data implementation program, completing mapping work for the Legal, Integrity and Community Relations areas, as well as Parque Ecológico Klabin. This process made it possible to identify data circulating in each area and to review procedures in order to strengthen security. The Company also transformed its Privacy Policy into an International Data Protection Plan, based on studies of legislation in the locations where it operates, and it included data use consent notices to its websites.

Other notable initiatives conducted in 2024:

- Creation of a risk matrix for privacy and data protection, based on Klabin's risk matrix and the European Union's methodology for assessing impacts on data subjects;
- Training on privacy and data protection, including an online course on Argentine legislation, as well as in-person training in Argentina and Pernambuco;



- Implementation of a Data Loss Prevention (DLP) system to monitor and control the inappropriate processing of personal data;
- Formal ratification of the appointment of a Data Protection Officer (DPO) and appointment of Substitute DPO following the publication of regulations by Brazil's National Data Protection Agency (known by its Portuguese initials, ANPD).



Employees at the Otacilio Costa Plant (SC).

Highlights in period

In 2024, as Klabin's Integrity Program continued to evolve, the Integrity Area had its practices reinforced, including strengthening processes and preparation of an indicative agenda to run up to 2026. A review was also carried out of integrity risks and internal controls, and sensitive data in the execution of the area's activities was mapped, in partnership with the Company's specialized areas (Risks, Internal Controls and Data Protection).

Prevention

In the Integrity Program's Prevention pillar, in order to strengthen governance, several new documents were approved and implemented in 2024: the Anti-Corruption Policy, replacing the pre-existing Anti-Corruption Handbook; the Klabin Supplier Code of Conduct; and the Trade Sanctions Policy and its respective procedure.

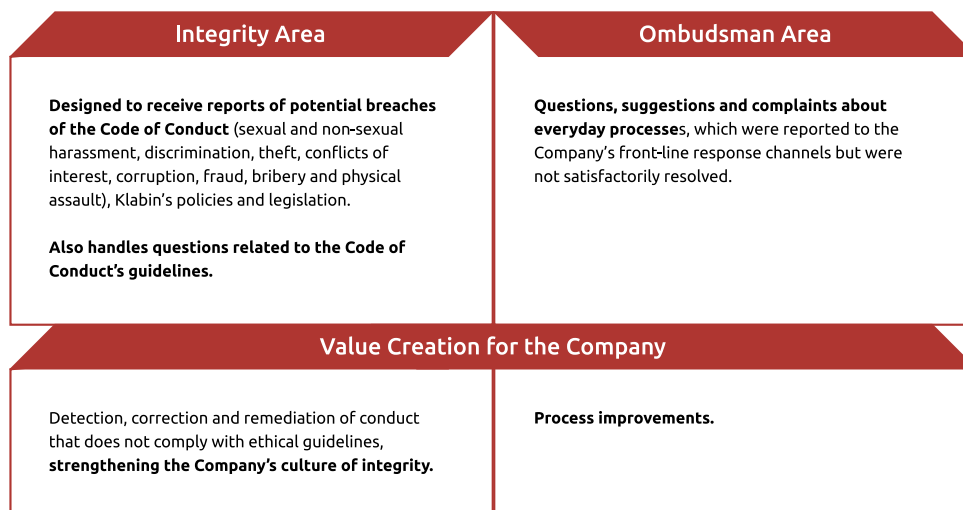
Also in relation to this pillar, nine training courses were held over the course of the year, spread over 14 sessions, totaling 25 hours of training provided by specialists. These courses, led by specialists, addressed issues as follows: Code of Conduct Course (for the Forestry business unit's People and Management ambassadors); Trade Sanctions Workshop; Competition Workshop; Workshop on Best Practices During Elections and Interactions with the Public Authorities; Anti-Corruption Workshop; Accident Prevention Week (focusing on measures to tackle harassment); Klabin Supplier Code of Conduct Workshop; Integrity and Ombudsman Channel Workshop; and Wood Suppliers' Meeting.

Klabin's employees are periodically offered Code of Conduct and Anti-Corruption training, in e-learning format, via the Klabin Business School platform.

In 2024, more than 600 integrity assessments were carried out (including background checks and reputational analyses of third parties), alongside over 120 evaluations of commercial transactions involving various countries, ensuring compliance with applicable economic sanctions.

Detection

In the Detection pillar, the main initiative in 2024 was the **repositioning of the Integrity and Ombudsman Channel**, consolidating its hybrid scope:



During 2024 Ethics Week, a special Integrity and Ombudsman Channel infographic was launched, highlighting its different roles, treatment flows and guidelines for reporting information.

In 2024, 2,264 reports were received, demonstrating the channel's reach across all Klabin stakeholders.

Klabin's Integrity and Ombudsman Channel, available in Portuguese, English and Spanish, is run by an independent third-party company and overseen by the Integrity Area. Since 2024, it has operated 24 hours a day, 7 days a week, and assistive technology (a sign language translator, as well as voice and accessibility tools) is available on the channel's website.

WEBSITE

www.canalintegridadeeouvidoria.com.br/klabin

TELEPHONE NUMBERS

Brazil: 0800 718 7814

Argentina: 0800 222 0545

People can make submissions either anonymously or by identifying themselves, and whistleblowers in good faith are protected against any kind of retaliation.

Another significant event in 2024 was the implementation of the Integrity Investigation Center, in partnership with a third-party company, to conduct specialized and impartial internal investigations into complaints involving behavioral misconduct (sexual harassment, non-sexual harassment or discrimination).

Remediation

In the Integrity Program's Remediation pillar, a cross-functional group was established to ensure impartiality and fairness in decision making and consequence management. This group is composed of representatives of the Legal, People & Management, and Integrity areas. In this forum, the Integrity Area presents the results of behavioral investigations, along with recommendations for disciplinary measures and action plans, for the group's review and deliberation.

Monitoring

To monitor the Integrity Program, reports are periodically made to the Integrity Committee, which oversees it, as well as to the CEO, the Audit and Related Parties Committee, the Sustainability Committee, the Board of Directors and the Fiscal Council.

> 600

integrity evaluations of
third parties

> 120

evaluations of commercial
transactions

> 2,000

reports received by Integrity and
Ombudsman Channel

**Access:****Anti-Corruption Policy**

Awareness raising and communication

Every year, the Company holds an Ethics Week to promote a culture of integrity. The most recent edition, launched by Cristiano Teixeira, Klabin's CEO, encouraged participants to reflect on their role in fostering an environment of integrity, both inside and outside Klabin, and to actively combat harassment and discrimination.

In 2024, Ethics Week included a conversation on the topic "How to create an environment of integrity and to tackle harassment and discrimination," an interactive talk titled "Each person's role in building an environment of integrity" and an Integrity Quiz, which handed out educational kits to winners.

The final message was that each one has a fundamental role to play in building a harmonious work environment and a fairer society.

Also in 2024, Klabin took part in the 12th Communication and Ethics Challenge, part of the Public Relations Undergraduate Program at Cásper Líbero College in São Paulo. In this challenge, third-year students addressed the following topic: "How to incorporate integrity into Klabin's day-to-day communication to make the topic accessible and interesting to all audiences." This initiative strengthens Klabin's relationship with the academic world, as well as broadening the Company's view of how people construct meanings regarding integrity communication actions on a daily basis.

Reflecting the Company's constant maintenance of high standards of governance and business conduct rooted in ethics, legality and integrity, Klabin obtained the highest possible score for Business Ethics in the Dow Jones Best-in-Class Indices.

Information technology management

Klabin has a Cybersecurity Policy, which guides employees on the practices necessary to maintain an environment with reduced risks. All the Company's processes and prevention initiatives are underpinned by standards, frameworks and legislation applicable to the area (IEC:62446, ISO 27001, NIST, CIS, LGPD and Brazil's Digital Bill of Rights).

Klabin's organizational structure includes a Cybersecurity Area, which is responsible for supporting and promoting business objectives, as well as identifying and assessing information technology and cybersecurity risks. Unifying control strategies and promoting cyber resilience are among the Company's strategies for managing risks.

Training and prevention

Protecting the Company's systems and information involves using appropriate technologies, implementing secure processes and raising awareness of best practices. For this reason, employee training is a vital tool in preventing threats and mitigating consequences.

In 2024, cybersecurity training was expanded to all Klabin sites, covering both employees and contractors. To strengthen this capacity building, a video on the subject was incorporated into the occupational safety training given to professionals joining the Company.

In addition to ongoing training, this topic is highlighted once a year on International Cybersecurity Day in November. On this occasion in 2024, a video featuring accessible and informal language was shown throughout the Company, reinforcing the importance of paying attention to risky situations in the virtual environment. Cybersecurity was also the subject of discussions held during special meetings of Klabin managers, coordinators and specialists.

78% of employees and 26% of contractors underwent cybersecurity training in 2024.



Efforts continue to be directed toward combating phishing — a type of attack that uses fake messages to capture data and lead victims to take harmful actions, such as clicking on malicious links, opening attachments infected with malware, or providing personal information on fake websites.

Use of artificial intelligence

Klabin has a multidisciplinary team that assesses the use of artificial intelligence tools in line with the needs of different areas, considering risks, security levels and potential productivity gains. The Company is mobilizing to build a policy use of AI tools, with a focus on promoting innovation in a safe manner.

Some instruments with built-in artificial intelligence are already being used in the field, such as in forest monitoring (AI identifies possible outbreaks of fires) and the (Harpy Eagle Project) AI identifies sounds and images of monitored fauna species.

Smart Project

Klabin has now completed Stage A of this Smart Project, which included migrating from SAP ECC to S/4Hana, cleaning up records and mapping processes. More than 400 professionals, both in-house and at partner consulting firms, were mobilized in the final stretch of the implementation work, and the system went live successfully in January 2025.

Stage B of the Smart Project includes a review of industrial, commercial and maintenance processes and the implementation of new purchasing and budgeting tools. It is due to be completed in the second half of 2025. Over the course of the year, the Company expects to reap the results of the structure that is already in operation.

Projects under way

Throughout 2024, Klabin progressed with initiatives aimed at making its processes and operations safer and more productive:

K2 Project

This initiative is implementing Kiwiplan software in Klabin's corrugated cardboard plants to boost productivity, reduce waste, standardize processes and improve the punctuality of deliveries to customers.

Klabin's Piracicaba II Plant (Figueira Project) has been using this software since it opened in 2024. In 2025, it is planned to roll out this technology at the Company's plants in Feira de Santana (BA), Goiana (PE) and Itajaí (SC).

Digital Forest Project

One of the main challenges in advancing digitalization in the forestry sector is connectivity in the field and along forest roads. This year, Klabin took important steps in that direction. The entire communication network of the field modules was replaced with a new low-orbit satellite system, which improves signal performance by reducing barriers.

At the same time, a new 24-hour road control center is being implemented, along with the replacement of the entire logistics system's onboard telemetry. This will bring a new level of monitoring and support to the entire logistics network, with improvements in traffic distribution by time and route, as well as enhanced road safety for the communities located in the regions where the Company operates.

Renewable **Future**



Forestry operations in Paraná



Recognized work

Acting in favor of sustainable development is central to Klabin's strategy. The Company views the responsible management of natural resources, the promotion of opportunities for people (employees, partners and communities) and the application of high governance standards as key to creating a favorable environment for business and generating value in the long term.

This method of working reflects best practices for companies in the sector and for other organizations. Consequently, for the fifth consecutive year, Klabin was included in the Global and Emerging Markets portfolios of the **Dow Jones Best-in-Class Indices**. In its last edition, the Company attained its best-ever score, 88 out of 100, reinforcing its leadership in the Containers and Packaging sector.

In Brazil, Klabin had been in the São Paulo Stock Exchange (B3) Corporate Sustainability Index for 12 years, reaffirming its continuous search for environmental, social and corporate governance best practices.

Openness to dialogue and information exchange

Participating in sustainability forums allows Klabin to anticipate trends, internalize discussions, gain insights to aid ongoing work and share experiences to build best practices.

Based on the belief that companies' commitment to sustainability best practices is fundamental to driving and promoting actions that mitigate impacts and benefit society as a whole, Klabin joined the Brazilian Business Council for Sustainable Development (CEBDS) in late 2024.

The council connects companies in different sectors, government bodies and society to drive sustainable solutions that generate real impact. It is a domestic and international leader in tackling major challenges such as the climate crisis, environmental preservation and social issues.

In 2024, Klabin took part in various forums, including the following:

- **Forests Dialogue:** A platform for stakeholder discussion and collaboration on global issues related to forests and people;
- **FSC Forums®:** Meetings held by the Forest Stewardship Council to discuss topics linked to sustainable forest management;
- **Brazilian Climate, Forests and Agriculture Coalition:** A movement made up of more than 400 representatives of the private sector, financial sector, academia and civil society, which works to promote synergies between the protection, conservation and sustainable use of natural and planted forests, agriculture and adaptation to climate change;
- **Ibá Forums:** Meetings to exchange knowledge, held by the Brazilian Planted Forests Association (known by its Portuguese acronym, Ibá).

Advances in ISO 14001 certification

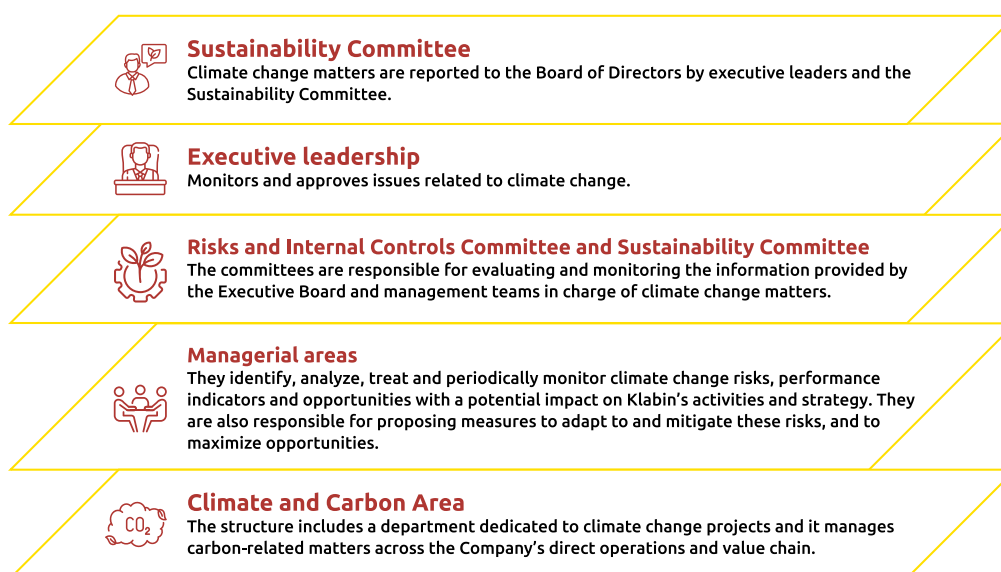
Klabin aims to obtain ISO 14001 certification, the international standard for Environmental Management Systems, for 100% of its industrial plants by 2030. In 2024, the Company progressed toward this objective with the certification of its Manaus I Plant in Amazonas. Also significant during the year was the preparatory work undertaken for certification of plants currently without ISO 14001. Specifically Pilar in Argentina, Horizonte (Ceará), Rio Verde (Goiás) and Rio Negro (Santa Catarina) plants, and the recently opened Piracicaba II Plant (Figueira Project), a diagnosis of the requirements needed in each one of them was made. This preparatory work included diagnosing ISO 14001 requirements for each plant, as well as conducting training, enhancing procedures and performing internal audits. 100% of Klabin's plants will be certificated during 2025.

Climate change management

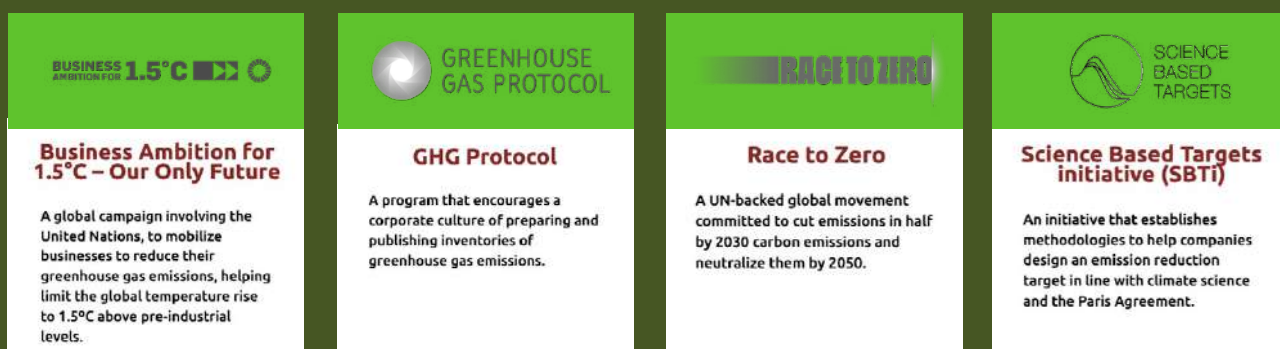
Managing climate-related aspects is part of the Company's business strategy and one of the high-priority topics in the Klabin Sustainable Development Goals. Risk management and impact mitigation resulted from CO₂ emissions are guiding principles for the Company, which continually seeks opportunities to strengthen its position as a low-carbon business that is resilient to possible climate emergency scenarios. Governance of this issue takes place in an integrated manner, involving executive leadership, committees and managerial areas (see figure below).

Klabin's climate commitment extends to 100% of executive leaders, as well as managers, coordinators and specialists. Accordingly, 20%* of their performance-based pay is linked to sustainability targets (involving climate, water, community relations, diversity and safety).

* 10% of performance-based pay is linked to climate, water, community relations and diversity indicators; while another 10% is related to safety.



Klabin's climate-related initiatives and commitments:



New commitments validated by science

An important milestone for the Company in its decarbonization strategy was the approval by the Science Based Targets initiative (SBTi) of new absolute greenhouse gas emission reduction targets. These targets were submitted in 2023, based on [Klabin's Climate Transition Plan](#), considering the objective of limiting the increase in the Earth's temperature to 1.5°C. Approved in December 2024, the new commitments represent an even more ambitious contribution to mitigating the effects of climate change, reaffirming the Company's engagement and proactive role in the development of a sustainable future.



New targets:

SCOPES 1 AND 2

Reduce absolute¹ Scope 1 and 2 greenhouse gas emissions by 42% by 2030, compared to 2022 baseline.

SCOPE 3

Reduce absolute Scope 3 GHG emissions by 42% by 2030.

NETZERO

Reduce absolute Scope 1 and 2 GHG emissions by 90% by 2050, and absolute Scope 3 emissions by 90% in the same period, compared to 2022 baseline.

¹ The former targets were measured in kilograms of CO2 equivalent (kgCO2eq) per metric ton of products. Following the review, the reduction will be measured only in kilograms of CO2 equivalent (absolute emissions), without dividing this amount by the number of metric tons of products.

NOTE: The approved targets consider emissions related to the Energy and Industrial scope. The FLAG targets will be submitted for approval as soon as the SBTi guidelines are published and available for consultation.

Emissions management

In 2024, absolute greenhouse gas emissions from scopes 1 and 2 were reduced by 13.2% compared to the 2022 baseline year. This evolution was in line with the Company's expectations, considering the Ortigueira Plant's stabilization phase, following the capacity increase under the Puma II Project. The primary focus during 2024 was on the completion of expansion projects and optimization of operational controls. Another significant initiative was a successful trial to replace fossil fuels with bio-oil in the lime kilns at Monte Alegre Plant in Telêmaco Borba, Paraná. The experience was well received, obtained an environmental license, and the project is now in the feasibility analysis phase for potential future implementation.

Technological upgrades at the mills, such as the installation of the new recovery boiler at the Monte Alegre Plant, also provide a positive outlook for CO₂ emissions reduction in the coming years.

See more in **SUSTAINABLE ECONOMY** →

Klabin invests in technologies that optimize the use of natural resources and minimize environmental impacts. All the Company's plants have equipment and systems to control air emissions. To comply with applicable environmental requirements, monitoring systems (continuous or discontinuous) are applied to emission sources. Nitrogen oxides, particulate matter, sulfur oxides and volatile organic compounds are among the types of emissions monitored.

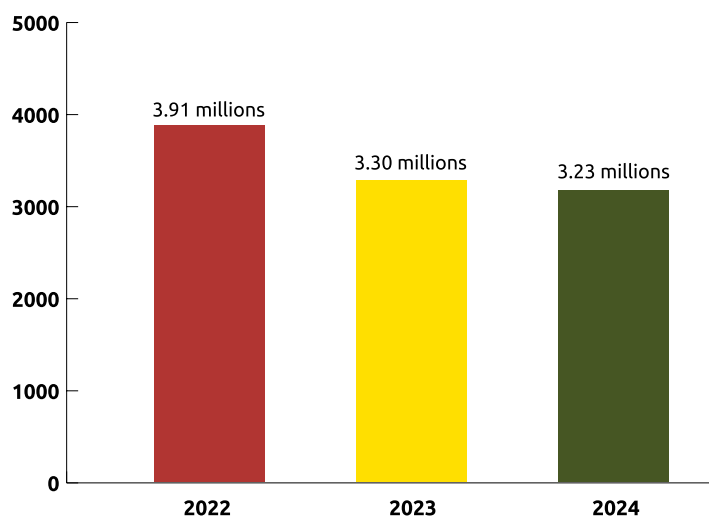
Reduction in Scope 3 greenhouse gas emissions

Involving the value chain in the Company's target for reducing Scope 3 emissions is a challenge. In 2023, Klabin implemented its Climate Change Value Chain Engagement Program and since then it has been encouraging partners to assess their own impacts and seek to decarbonize their processes. More than 200 of the Company's partners (including suppliers and customers) are part of this group, with different levels of maturity with regard to decarbonization – while some partners still need support to start drawing up a GHG inventory, others already have science-based targets.

From 2022 (the base year for the new target approved by SBTi) to 2024, Klabin achieved a 17.4% reduction in Scope 3 emissions.



Scope 3 GHG emissions (ktCO₂e)



Fluff pulp with reduced carbon footprint

Klabin demonstrates its decarbonization commitment and delivers value to its customers by making products with a reduced carbon footprint. Last year, for example, a study showed that PineFluff® pulp has a 62% lower carbon footprint and PineFluff eXcel® has a 64% lower carbon footprint compared to fluff pulp produced in the southeastern United States, shipped out from the port of Savannah, Georgia.

This study quantified greenhouse gas emissions generated throughout the fluff pulp life cycle, considering energy, materials and inputs used in forest cultivation, product manufacturing and transportation. Conducted in partnership with consulting firm ACV Brasil, a life cycle assessment specialist, and validated by SGS Brasil, a global leader in testing, inspection and certification, the study followed the GHG Protocol's Product Life Cycle Accounting and Reporting Standard, as well as the ISO 14040 and 14044 standards from 2009.

Energy

Since 2023, Klabin has been exceeding the target in its Sustainable Development Goals set for 2030, which aimed for renewable sources to account for 92% of its energy supplies. In 2024, the Company continued to surpass this target, achieving a rate of 93%. Although no new projects were implemented, the period was marked by the stabilization of the production process at the Ortigueira Plant, following the completion of its gasification plant as part of the Puma II Project.

“Klabin takes the issue of decarbonization seriously, does its part and will continue making strong progress in this direction. This has also been a financial opportunity for us, as we have invested in continuous improvement projects based on renewable fuels, which have proven to be more economically efficient than fossil fuels. These are opportunities to integrate our chain with our forestry base, using wood waste and byproducts to improve our energy supplies.”

Sandro Ávila,
DIRECTOR OF KLABIN'S
FORESTRY BUSINESS UNIT



Water use performance

As of 2024, Klabin had reduced its specific industrial water consumption¹ by 28.3% compared to the 2018 base year, outperforming the 20% target in the Klabin Sustainable Development Goals for 2030. This result was influenced by the stabilization of production at the Ortigueira Plant after the completion of the Puma II Project, which is more efficient in terms of water consumption than other operations.

Klabin also surpassed its specific water use target linked to performance-based pay.² The goal was to withdraw 22.84 m³ of water per metric ton of output, and the Company achieved a rate of 22.5 m³ per ton, underscoring the attention paid to water resource management at its plants.

With a focus on improving results, Klabin has a multidisciplinary working group dedicated to reducing water use and enhancing the quality of water resources and effluents generated in its operations.

¹ Specific consumption = (water withdrawn – effluent treated) ÷ metric tons of products produced.

² 20% of the performance-based pay of the Company's leaders is linked to performance regarding sustainability targets (climate, water, community relations, diversity and safety).

Throughout 2024, Klabin had monthly meetings to critically analyze its indicators related to water, carbon and waste. The goal is the continuous monitoring of the units and the implementation of action plans for process improvements, which remains in place in 2025.

Integrated management

To improve its water resource management, Klabin has drawn up a Water Conservation Plan, which details the Company's strategy in this area for its forestry base, plants and the entire production chain. It considers physical and transition risks linked to ecosystem services and climate change impacts, as well as risks to water resource availability from biodiversity loss. In 2025, this work will continue with the classification of areas that warrant more attention in relation to possible water stress situations and the engagement of relevant suppliers and customers.

The Company has also begun work on evaluating indicators related to river basins, such as the availability and quality of water where Klabin operates. This study will continue in 2025.

Water security

In 2024, the Company increased the percentage of locations where it has industrial operations and initiatives that contribute to improving water security: 18 of the 21 municipalities in which it operates industrial units now have measures aimed at this issue. These include improving the efficiency of effluent treatment at industrial sites, participation in river basin committees and the ongoing activities of the Klabin Transforma Caiubi Program, focused on environmental education, in community schools.

Change in proportion of sites with initiatives to increase water security



Water security management

Due to the dynamics of planting and harvesting, there was a small decrease in the percentage of forestry operations under the Company's own management with socially responsible water management, a methodology focused on water security, from 97.3% in 2023 to 96.3% in 2024. This result was expected, in line with the Company's forestry plans, and Klabin remains on track to reach 100% by 2030.

In 2024, Klabin completed the implementation of its socially responsible water management methodology in Angatuba (São Paulo) and continued to work on this in Paraná and Santa Catarina. In 2025, the challenge will be to bring water security management to the forest areas acquired as part of the Caetê Project.



Award-winning performance

Klabin was one of the winners of the 30th Expressão Ecology Awards, run by publishers Expressão, coming top in the Water Conservation category with a project called "The positive visibility of ecosystem services and benefits provided by the environment to the planet." This prestigious environmental awards program, recognized by Brazil's Environment Ministry, celebrates excellence in sustainability across the nation's business community.

Optimizing the reuse and recycling of industrial waste

Despite the ramp-up of new machines at the Ortigueira Plant in Paraná and the startup of the Piracicaba II Plant in São Paulo, the Company's solid waste reuse and recycling rate rose slightly between 2023 and 2024, from 99.3% to 99.35%. As part of its strategy to further increase this indicator, monthly critical analyses are carried out to monitor it and determine improvement measures at all industrial plants.

In 2024, the Lages Plant in Santa Catarina significantly enhanced its performance in this area by sending sludge waste for composting and hazardous waste for co-processing. Elsewhere in the same state, the Otacílio Costa Plant reinforced its co-processing contract to recover energy from non-recyclable waste. In the state of Amazonas, the Manaus I and Manaus II plants started to send printing process waste for composting and hazardous waste for co-processing.

In search of opportunities to achieve the goal of zero waste sent to landfills, the Monte Alegre and Ortigueira plants maintained integrated their waste management work, and the Solid Waste Management Center played a major role in providing opportunities for the reuse and recycling of industrial waste. Another important initiative was the startup of biological and tertiary sludge drying systems for energy generation at the Ortigueira Plant.

The Company continues to work to come up with options for processing specific types of waste, with the support of its Research and Development team and the technical operating teams at industrial plants. One key challenge is the sustainable disposal of pulper ropes and screening rejects generated in the paper recycling process, which accounted for approximately 40% of total non-reused/non-recycled waste in 2024. Similarly, a sustainable disposal solution is still needed for a portion of the dregs (a type of solid waste) generated during the recovery of chemicals used in the pulp manufacturing process. The priority is to find sustainable solutions for this matter.



Highlights at different plants:

RIO VERDE (GOIÁS)

The plant operated without sending any industrial waste to landfills, maintaining the excellent performance achieved in 2023.

LAGES (SANTA CATARINA)

The proportion of industrial waste recycled or reused increased from 86.37% to 93.73%.

ORTIGUEIRA (PARANÁ)

The plant achieved 99.78% recycling and reuse, thanks to a significant contribution from its Waste Processing Center.

OTACÍLIO COSTA (SANTA CATARINA) AND MONTE ALEGRE (PARANÁ)

They recycled or reused over 99.9% of industrial waste.

Circular Economy Management Plan

Over the last four years, Klabin has strengthened its circular economy management by setting specific targets and establishing a governance structure for the topic within its Sustainability Area. In 2024, the Company advanced in this area by approving its Circular Economy Procedure and structuring a circular economy management Plan. The latter document explains the subject's importance to Klabin and presents the Company's positioning in this field in relation to its operations.

Klabin's circular economy approach is based on three pillars:



Circular solutions at the Company's plants



Development of more circular products and materials



Harnessing of resources and materials throughout the Company's value chain

Similar to the approach to climate issues, decisions related to the circular economy have a structured governance framework, involving approval from executive leadership and advice from the Risks and Internal Controls Committee and Sustainability Committee. Managerial areas are involved in identifying, analyzing, treating and monitoring risks and opportunities.

Employees actively participate in management through a working group made up of people from different areas of the Company. This group has undergone training to understand what circular economy projects mean to Klabin. At meetings held every two months, the professionals involved monitor project indicators, present potential risks for Klabin and its customers, and work on opportunities to promote the circular economy.



Muda Project

Positioning itself as a driver of circularity in its value chain, Klabin aims to have 10 circular economy benchmarking cases in partnership with stakeholders by 2030. The Company presently has four circular economy projects under way and another six under evaluation.

In 2024, a new circular economy initiative called the Muda Project was launched. Developed in partnership with the circular solutions company Grupo Muda, this initiative is structuring selective waste collection across 52 residential condominiums in the city of São Paulo. The project encompasses environmental education, the installation of voluntary drop-off points, the collection and sorting of recyclable materials, and their subsequent sale, in collaboration with cooperatives of recyclable material collectors. As of the closing date of this report, this work had already impacted the residents of over 5,400 apartments.

Waste collection results:

547 metric tons

of paper and paper packaging

208 metric tons

of glass

170 metric tons

of plastic

45 metric tons

of metal

Sustainable Economy



Employee at the Piracicaba II Plant (São Paulo)



Harvest time

The year 2024 was marked by consistent deliveries, together with disciplined capital allocation and value creation, and it ended a major investment cycle, with the completion of the Puma II Project (paper machines 27 and 28), the opening of the Piracicaba II Plant (Figueira Project) and the purchase of new forestry assets as part of the Caetê Project.

Reflecting its commitment to transparency, Klabin adhered to its guidance range for the year's capital expenditure and total cash cost of production. Due to the investments made, the Company ended the period with net debt of R\$33.3 billion and a **financial leverage ratio**, measured in U.S. dollars, of 3.9x, within the parameters established by its Financial Indebtedness Policy.

Klabin will continue to seek efficiency gains and maintain its discipline regarding its costs and future investments. The priorities for the next two years will be cash generation and deleverage to reduce the Company's gross debt.

INCREASE* IN SALES,

6%

to 3,870,000 metric tons

GROWTH* IN NET REVENUE

9%

to R\$19.6 billion

CASH COST PER METRIC TON, BRL

3,133

demonstrating continued cost discipline and in line with guidance

R\$7.3

billion of adjusted EBITDA, excluding non-recurring effects, up 17%*

R\$1.5

billion of dividends paid, corresponding to a dividend yield of 6.2%

* Compared to 2023

Business units' highlights and challenges

Forestry business unit

Raw material from the Caetê Project's forest areas has reduced wood production costs, generating a positive impact for the business (find out more in the **Caetê Project** and **New Forestry section**).

The integration of new forest areas was successful, and adjustments will continue to be made throughout 2025.

Plateau Project: Klabin signed an agreement with a timber investment management organization (TIMO) to monetize surplus land from the Caetê Project.

Restructuring of the Forest Security Area (for further information, see the **Prosperity for people** section).

In 2025, safety will be a central element of work.

One of challenges for the coming years is to continue to reduce the cost of wood, focusing on forestry improvements.



Pulp business unit

In 2024, the pulp segment was impacted by global logistical challenges at the start of the year, which reduced supply and raised prices. However, as the market normalized in the second half of the year and, prices fell back. Even so, the Company maintained solid performance, driven by its portfolio diversification, commercial flexibility and efficiency gains, resulting in revenue growth and margin improvement.

Klabin gained market share thanks to Fluff eXcel™ pulp, which combines long fibers (pine) and short fibers (eucalyptus). This product offers more comfort by enabling thinner panels in diapers and pads, while maintaining a high liquid retention capacity.

Increased market share in the tissue segment compared to 2023. The outlook indicates further growth in this segment in the coming years.

Challenge for the coming years: meet growing demand for pulp while maximizing profitability and taking advantage of Klabin's commercial flexibility, portfolio diversification and low cash cost.

Paper business unit

The kraftliner market recovered in relation to 2023, with higher demand and prices.

MP28 enabled the expansion of the Liquid Packaging Board customer base, reaching 12 clients across various regions.

Challenge for the next period: completion of testing and qualification phase for paperboard at the Ortigueira Plant.

Packaging business unit

The startup of Piracicaba II Plant (Figueira Project), the largest and most advanced corrugated board plant in the Americas.

Completion of the expansion project at the Horizonte Plant in Ceará, which involved starting up a new paper machine.

Growth in the shipment corrugated cardboard products in the domestic market, measured in square meters, increased 5.3% compared to 2023, outstripping market growth, which was 4.9%, according to figures from the Brazilian Paper Packaging Association (Empapel).

Notable performance in fruit, vegetable packaging (FLV) and in protein export.

The industrial paper sack business outperformed the market, despite logistical difficulties in Brazil and the United States and a drop in production of key agricultural crops. The second half of the year was especially marked by growth in the cement segment.

Challenge for the coming years: reassess the dynamics of other plants in southeastern Brazil to define the product mix following the startup of the Piracicaba II Plant.



Investments

In 2024, Klabin earmarked R\$3.3 billion for investments in operations and expansion projects.

Of the total amount invested, R\$845 million was allocated to forestry, up 5% from 2023, mainly due to the addition of forests acquired through the Caetê Project. In addition, R\$988 million was assigned to support the operational continuity of plants, 12% more than in 2023, due to the ramp-up of paper machines 27 and 28 at our Ortigueira Plant in Paraná, the startup of our Piracicaba II Plant in São Paulo (part of the Figueira Project) and inflation.

As these outlays are recorded on a cash basis, they do not include investments related to the forest base expansion activities of subsidiaries conducted through special purpose entities (SPEs), which involve contributing existing forest assets already on Klabin's balance sheet. It is worth noting that there may be a timing mismatch between amounts invested by the Company in such forestry activities and cash inflows from SPE investors.

In 2024, investments in purchases of standing timber and forest expansion totaled R\$200 million, down 31% from 2023, due to the acquisition of forestry assets via the Caetê Project.

During the year, R\$802 million was earmarked for special projects, up 2% compared to 2023, mainly due to disbursements for the Figueira Project. We allocated R\$144 million to the project to modernize our Monte Alegre Plant in Paraná in 2024. Investments in the Puma II Project amounted to R\$365 million, down 76% from 2023, due to the start of operations. The Puma II Project has reached the end of its disbursements.

In 2024, R\$ 3.4 million were allocated in donations to the state of Rio Grande do Sul, including materials, essential goods, and cash contributions. The total investments in environmental projects amounted to R\$213.71 million, while investments in social projects totaled R\$28.8 million.



Piracicaba II Plant (SP).

R\$ MILLION	2024	2023	2022
Forestry	845	808	555
Operational continuity	988	879	707
Purchases of standing timber / forest expansion	200	289	758
Special projects	802	785	593
Monte Alegre modernization	144	7	-
Puma II Project	365	1,539	3,204
Total	3,343	4,307	5,817

The investments made in the most recent cycle have shown tangible benefits for the Company, putting it in a competitive position:



KLABIN

KODS

CORPORATE
GOVERNANCERENEWABLE
FUTURESUSTAINABLE
ECONOMYPROSPERITY
FOR PEOPLER&D AND
INNOVATIONESG
HIGHLIGHTS

PUMA II PROJECT

Increased production capacity for paperboard and white paperboard, offering Eukaliner® and its variations to the market

FIGUEIRA PROJECT

Operational efficiency thanks to state-of-the-art technology and lower conversion costs (box production)

CAETÊ PROJECT

Reduction in average harvesting radius and the need to buy wood in future; the quality of assets and proximity to the mills will reduce operating CapEx, making the Company more competitive

Caetê Project and New Forestry

Investment in the Caetê Project has proved to be a very successful decision for the Company, leading to a greater reduction in wood production costs than projected. This is the result of integrated work and strong planning.

Without the new assets, given the high demand for raw materials to supply the ramp-up of paper machines 27 and 28 at our Ortigueira Plant, Klabin would have had to source wood from distant areas, mostly acquired from third parties, to supply the mills. While waiting for the acquisition to be approved by the Brazilian Antitrust Regulatory Agency (CADE), the Company drew up an operating plan that considered using Klabin's raw materials in the first half of the year and the raw material from the new lands in the second half.

Following the conclusion of the land acquisition operation, Klabin began to exploit the new assets, which were of a quality compatible with the Company's standards. This strategy led to the following results:

Efficiency

The planning work considered the use of Klabin wood in areas closer to the plants and on flatter land, in the first half of 2024.

Savings

There were cost savings of more than R\$500 million in terms of harvesting and wood purchases.

Performance of Paper Machine 28

The ramp-up of Paper Machine 28 at our Ortigueira Plant was accompanied by team restructuring, technical improvements to the equipment and strengthened synergies between the operational and commercial teams. Aligned with market demand, the machine was used to produce kraftliner and paperboard. Products were developed and approved by the market, reinforcing the Company's production capacity. Examples include White Top Liner paperboard, Eukaliner® White 8k and Klamulti®. In 2024, trials were also conducted to produce liquid packaging board, used in beverage packaging.

Attentive to the needs of the paperboard segment, Klabin also started testing a new line of white paperboard, Advance, which can be used in medication, foodservice, candy and fresh milk packaging, for example.

The machine was ramped up to produce kraftliner initially, and as other products were approved, paperboard production was increased while kraftliner production was reduced. Thanks to Paper Machine 28's flexibility, the Company will be able to adjust its production volumes in the coming years according to market conditions.



MP28 in operation.



Aerial view of the Ortigueira Plant, home to Paper Machines 27 and 28.

Puma II Project wins award

The Puma II Project, the largest investment in Klabin's history, won a prize in the 2024 Best and Biggest Brazilian Construction Projects Awards, coming top in the Heavy Industry category. Organized by the Brazilian Engineering Institute and construction news website ConVisão, the awards scheme encompassed 20 categories and assessed the benefits of construction projects for society and their technical and engineering characteristics.

Divided into two stages, the Puma II Project included the installation of paper machines 27 and 28, integrated with fiber production lines, utilities, and chemical recovery systems, as well as infrastructure that enables the use of renewable energy, waste management, effluent treatment, and emissions reduction.

Enhanced efficiency of Piracicaba II Plant

Another investment that has demonstrated its potential is the Piracicaba II Plant (Figueira Project), the largest and most modern corrugated cardboard packaging plant in Brazil. Thanks to it, Klabin will be able to meet the additional demand generated by the growth of the corrugated cardboard market and gain market share.

The use of state-of-the-art equipment and the adoption of other innovations, such as vertical storage, mean that the plant's productivity is almost double that of other plants. Due to its greater production, the plant's production costs are lower, which brings about financial gains for the Company.

The new plant also posed some challenges. Because of its operational capacity to capture large orders, it was necessary to reassess the dynamics of other plants in Southeastern Brazil to define the product mix for each one. Furthermore, the hiring of labor and the relocation of employees between plants required attention.



Vertical storage at Piracicaba II Plant (SP).

Piracicaba Plant



TUDO COMEÇA COM UM



Modernization of Monte Alegre Plant

In 2024, work began on the modernization of Monte Alegre Plant in Telêmaco Borba, Paraná. The project includes the installation of a new recovery **boiler** (the third at the site), featuring cutting-edge technology and of a similar capacity to existing equipment, which has been in operation since 1978. By 2027, R\$1.7 billion are planned through invested in this work, including around R\$180 million in tax credits. These resources will be financed from the Company's cash position, with no material impact on financial leverage.

This technological upgrade is expected to yield gains in terms of operational efficiency, cost reduction, sustainability and safety, as follows:

- Greater thermal efficiency: the equipment can work at higher pressures and temperatures, generating more steam and energy with the same amount of black liquor;
- More effective control of gas and particulate emissions;
- Improved collection and treatment of non-condensable gases. Because of the new technology, they will no longer be burned in incinerators, which will be deactivated, as the process will take place inside the boiler itself, reducing perceptions of odors and the use of fossil fuels;
- Increased energy supplies from renewable sources at the Monte Alegre Plant;
- Greater reliability, together with reduced safety risks and maintenance costs.

UP TO
1,800

new jobs expected during peak construction work

**7% REDUCTION* IN
LIQUEFIED PETROLEUM GAS
CONSUMPTION,**
due to deactivation of
incinerators

**NEW BOILER EXPECTED TO
START UP IN THE FOURTH
QUARTER OF
2026**

* Equivalent to around 5,700 metric tons of LPG per year, which corresponds to an annual emission reduction of 16,700 tCO₂

To build the new boiler, preparatory work had to be carried out. The site's administrative building was removed to make room for the new equipment and a new building was constructed near the factory gate. The new structure began to be used in 2024, leading to gains in well-being and safety for employees.

End-to-end sustainability

Klabin strives to have a value chain that is increasingly engaged in social and environmental practices. Beyond technical and commercial responsibilities, a growing number of suppliers are annually invited to participate in the Company's social and environmental initiatives.

For suppliers considered critical (based on factors such as transaction value with the company, frequency of purchases, supply criticality, among other criteria), a social and environmental assessment is carried out via the EcoVadis platform. This evaluation considers environmental factors alongside labor, human rights, ethics and sustainable procurement practices. Known as the Sustainable Supply Chain Management Program, this initiative encourages partners to adopt and adhere to best practices and effectively manage the potential risks of their operations. Suppliers scoring below the target average have action plans monitored annually and receive support from the program to implement recommended improvements.

> 8,000

suppliers of products and services were part of Klabin's supply chain

**AROUND
5%**

of these suppliers are considered critical and are included in the Sustainable Supply Chain Management Program

90%

of critical suppliers have been evaluated using the EcoVadis methodology at least once*

96%

critical supplier engagement rate in evaluations conducted in 2024

* The target in the Klabin Sustainable Development Goals is to reach 100% by 2030.



A close eye on costs

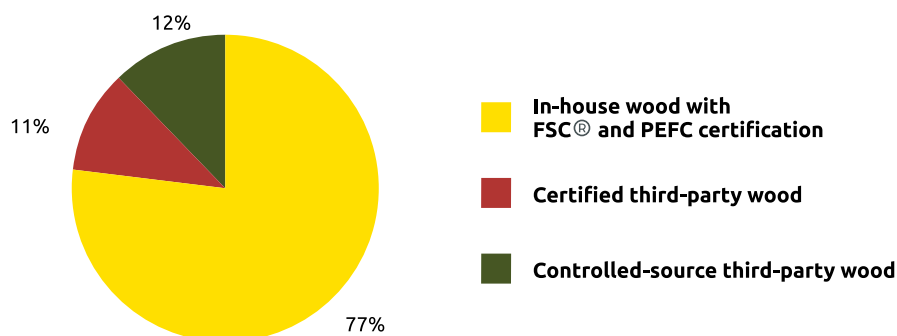
In pursuit of more competitive costs, throughout 2024, Klabin's departments and technical areas reviewed the operational, maintenance, and supply plans of the units and explored alternatives for product and service supply and efficiency gains. This process, which will continue in 2025, is essential to optimize budgeting and ensure more efficient resource management.

Wood suppliers

In addition to relying on raw materials from its own forests, Klabin purchases wood from independent producers and from partners in the Plante com a Klabin (Plant with Klabin) Program (learn more about this initiative below).

To guarantee the quality and origin of materials, the Company has a Controlled Wood Program, responsible for evaluating partner properties in relation to financial management, environmental compliance and social impacts. Initiatives to promote compliance with forest certification requirements are also carried out.

Percentage of in-house wood and wood purchased from third parties



Wood used in accordance with FSC® – Forest Stewardship Council® certification (FSC-C022516 and FSC-C023492)

Preparation for EUDR

Despite the postponement of the **European Union Deforestation-Free Regulation (EUDR)** to 2026, the regulation's base year was maintained, and Klabin has made significant progress in initiatives to ensure compliance. The Company already had a dedicated traceability tool in place and, in 2024, implemented adjustments to meet the level of detail required by the European regulation.

The pilot project, which enables tracking of wood from forest origin to final delivery, received positive feedback from clients, reinforcing the robustness of the system implemented. Among other criteria, the EUDR requires the provision of geographic coordinates for the harvest location of the wood used in each product, as well as reports demonstrating compliance with human and labor rights—including those of traditional communities and Indigenous peoples.

Klabin already meets the regulation's requirements, as it does not convert native areas into productive land, reaffirming its commitment to sustainable and responsible practices throughout the value chain.

Plante com a Klabin Program

Plante com a Klabin (PCK) is a program that encourages producers to integrate forestry with other activities on their properties. In 2024, the Company received the first batch of raw material from the program and confirmed the quality of the wood harvested, reinforcing the importance of supplying seedlings and monitoring cultivation. In view of the good results, a new cycle began with partners. Despite the acquisition of new lands in Paraná through the Caetê Project, the Plante com a Klabin Program remains a strategic initiative for the Company.



In 2025, the program is expected to strengthen the integration of forestry and livestock farming, generating positive impacts for both family income and crop productivity. The intention is to identify landowners with degraded pasturelands suitable for eucalyptus plantations and present them with viable and attractive financial models.

Progress of Biodiversity Conservation Plan

In 2024, Klabin published its Biodiversity Conservation and Ecosystem Services Plan, which aims to achieve a net gain in biodiversity by 2050, together with interim targets in 2030 and 2040. To this end, the Company's actions will be guided by four key principles:

1. Avoid and minimize impacts;
2. Expand and protect biodiversity;
3. Restore and connect areas;
4. Compensate for impacts.

The work to structure the plan involved a multidisciplinary team and close attention to market trends and internationally recognized practices. Using the LEAP approach (Locate, Evaluate, Assess and Prepare for reporting), the Company identified risks, environmental asset dependencies and impacts on ecosystem services and business activities. The document presents high-priority sites for implementing the plan based on global methodologies and the opinions of internal and external experts. The analysis of dependencies and impacts in relation to ecosystem services was based on interviews with members of Klabin's technical and operational teams, as well as other specialists in the sector and on the subject. Potential negative and positive impacts were also identified for each high-priority ecosystem service.

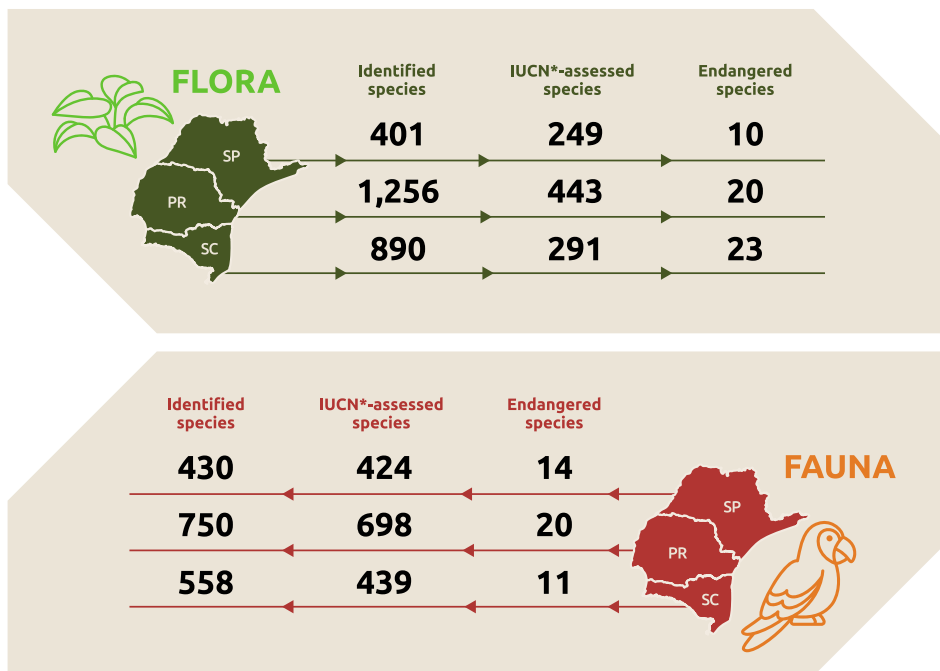
Based on the identified impacts, the Company is mapping risks related to nature, considering the climate risks prioritized in **Task Force on Climate-related Financial Disclosures (TCFD)** reports. The disclosure of high-priority risks and financial impacts is expected in 2025, in line with Taskforce on Nature-related Financial Disclosures (TNFD) guidelines.

Over the course of 2024, the following initiatives related to the plan were carried out:

- Internalization of methodological recommendations from the Taskforce on Nature-related Financial Disclosures (TNFD).
- Development of a database for biodiversity management.
- Initiation of work to define criteria and indicators that will be used to demonstrate the positive impacts of Klabin's actions.
- A biodiversity credit calculation tool is being developed in partnership with Instituto Life. The pilot project is expected to consider actions in the Forestry Paraná area and the Monte Alegre Plant.

Biodiversity monitoring

Biodiversity is monitored annually in High Conservation Value Areas (HCVAs) managed by Klabin in the states of Paraná, Santa Catarina, and São Paulo. This involves assessing the influence of operations on environmental conservation and contributes to the identification and conservation of endangered fauna and flora species. Klabin currently has nine HCVAs in Paraná, one in São Paulo and 13 in Santa Catarina.



* IUCN: International Union for Conservation of Nature



Klabin employees at the COP.

Participation in COP 16

Klabin took part in five panels at the 16th United Nations Biodiversity Conference (COP16), held in the city of Cali, Colombia. The Company's delegation spoke about its Biodiversity Conservation and Ecosystem Services Plan, lessons learned from the TNFD methodology and the certification of ecosystem services. Klabin also presented a case on sustainable finance (see the **Corporate governance** section for more details) and discussed the role of biodiversity indicators in the development of sustainable finance strategies and sustainability-linked debt instruments.

During the event, in an initiative coordinated by the Brazilian Planted Forests Association (known by its Portuguese acronym, Ibá), the Company also took part in the launch of a report titled "Biodiversity: A Commitment of the Brazilian Planted Forests Sector," which sets out 23 concrete examples of measures taken by Ibá member companies that are aligned with the commitments of the Kunming-Montreal Global Biodiversity Framework. One of the examples featured in the publication is Parque Ecológico Klabin (Klabin Ecological Park).

Beyond sharing practices, the event was an opportunity to bring new knowledge to the Company and engage new stakeholders, strengthening our biodiversity-related work.

Wildlife reintroduction

In 2024, Klabin continued its work with the vinaceous-breasted parrot (*Amazona vinacea*), a species considered vulnerable in Paraná and included on Brazil's National List of Threatened Species. Adaptation training and predator simulations were conducted. These activities were crucial for the release and reintroduction of several parrots into the natural environment in February 2025 in Parque Ecológico Klabin (PEK), contributing to population reinforcement at Fazenda Monte Alegre, a large rural property owned by Klabin in Telêmaco Borba, Paraná. This initiative supports the Klabin Sustainable Development Goals.

Also in 2024, Klabin monitored the black-fronted piping guan (*Aburria jacutinga*), a bird species of great importance for biodiversity in Paraná, which is being reintroduced to Parque Ecológico Klabin. In partnership with the biodiversity consulting firm Casa da Floresta, birds were located in the vicinity of the release areas, making it possible to assess their adaptation and the viability of the reintroduction project. In addition, PEK's technical team has been tracking this species using VHF radio equipment. These efforts are fundamental to the survival and strengthening of local populations of the black-fronted piping guan.

The Company also proposed a project to reinforce the population of azure jays (*Cyanocorax caeruleus*), a species recognized as a symbol of Paraná, which plays a crucial ecological role in the balance of regional ecosystems. This initiative includes both wildlife reintroduction and off-site conservation by breeding the species under human supervision at Fazenda Monte Alegre. The site was strategically chosen because it is close to the species' present range of occurrence and there are historical records of sightings in neighboring municipalities.



Parrot monitored at the PEK.

Landmark recognition for Parque Ecológico Klabin

In the year when it turned 45, Parque Ecológico Klabin received animal welfare certification from the Brazilian Association of Zoos and Aquariums, which recognizes zoological institutions with the best animal care standards. Klabin is the only Brazilian pulp and paper company with this accreditation, attesting to its high standards for the care and management of wild animals.

Currently, around 120 animals of 30 different species live in PEK. As well as conducting programs for the rehabilitation and release of wild animals, the park is active in the breeding of endangered species, environmental education and scientific research.



Animal meals are prepared according to specific nutritional guidelines for each individual.

Forest conservation

Of the 911,000 hectares of forests under Klabin's management, 41% are conservancy native areas. Caring for these old-growth forests is fundamental to regulating the climate, preserving biodiversity, conserving the soil and guaranteeing water availability.

As well as the Complexo Serra da Farofa Private Nature Reserve in Santa Catarina, Monte Alegre Private Nature Reserve in Paraná and Parque Ecológico Klabin, the Company also manages the Barra Mansa and Vale do Corisco Private Nature Reserves, located near the Caetê Project in Paraná. The Samuel Klabin Private Natural Reserve (RPPN), located in the rural area of the municipality of Imbaú, also in Paraná, is currently in the process of being created and formalized in partnership with the Água e Terra Institute (IAT). This reserve covers 168.90 hectares, or approximately 24.43% of the total area of the 826.55-hectare Fazenda Aracy property.



Complexo Serra da Farofa Private Nature Reserve.

Control of exotic species

A growing focus of Klabin's restoration efforts is the control of invasive exotic species in conservancy native areas – a significant challenge for the forestry sector, particularly in relation to pine. The evaluation of methodologies and the restructuring of the control plan were actions carried out in 2024 and will continue in 2025. The goal is to continuously improve the process and mitigate risks to local biodiversity.

Fire prevention

Throughout 2024, Brazil recorded a significant number of fire outbreaks in various regions, and some effects were felt in a few of Klabin's operational locations. Thanks to its protection protocols, the Company was able to manage the outbreaks with operational safety. This positive outcome is the result of Klabin's robust forest monitoring system and the training provided to its teams.

Long-range cameras installed on towers across different areas of the forest detect smoke and send alerts to a control center. Once an occurrence is confirmed, a team is dispatched to the site to contain the fire. The Company also relies on aircraft capable of transporting water, fire trucks similar to those used by the fire department, and water tank trucks.

Training is another key aspect of wildfire prevention and control. Both employees and contractors are trained to respond efficiently and safely to forest fire situations.

Close coordination with local fire departments and civil defense agencies strengthens Klabin's communication network. The Company also provides a toll-free number (0800) so that local communities can report fire outbreaks in nearby areas.

Prosperity for people



Employee at the Itajaí Plant (Santa Catarina)



Community relations

For the third year running, Klabin exceeded the target set for its Impact and Activity Assessment Survey, which was to achieve 80% acceptance in the communities where it operates. The Company obtained an 83.6% acceptance rate, up 2.2 percentage points from 2023, equaling the figure recorded in 2022, the all-time high since the survey began in 2016. Santa Catarina attained its best performance to date, with an approval rating of 87.2%, up 4.3 percentage points from 2023.

The survey is carried out in municipalities in the states of Paraná, Pernambuco, São Paulo and Santa Catarina, based on the Social Progress Index methodology, and assesses eight dimensions: perception of impacts, economic development, environmental preservation, job creation, commitment, image, social support and business support.

Handling of complaints about dust

The number of complaints about dust caused by forestry operations in Paraná increased 139% between 2023 and 2024, from 136 to 326. The reasons for this increase include the expansion of forestry operations, which consequently impacted more communities, and the distance of these operations from plants. In 2024, these routes crossed 261 km of community land, up 125 km from 2023.

Lower rainfall was also a factor in greater perceptions of dust generation on unpaved roads. In Santa Catarina, there was a 22% decrease in complaints compared to 2023, from 74 to 58.

The Company works preventively to eliminate or mitigate impacts related to forestry and wood transportation operations. Before beginning work in a region, alternative routes are studied, aiming, whenever possible, to avoid passing through communities. Along stretches of road with permanent or high-volume operations, we apply aggregate and bituminous binder to reduce the formation of dust, complemented by regular sprinkling.

Maintenance of forest roads

The roads used for harvesting, transporting wood and replanting are specially prepared by Klabin. To do this, the Company mines certain materials, such as gravel, gravelly soil and rock, which are used to line and maintain the roadbeds.

In 2024, Klabin used 356,394.81 m³ of gravel for the maintenance, graveling and grading of 1,082.90 km of roads. The Company also made gravel available for municipal governments to use on their roads. Of the total gravel used, 48.1% came from Klabin's own extraction sites, and 51.9% was sourced from third parties.

Klabin at School

In 2024, the Klabin na Escola (Klabin at School) Program visited 14 schools in municipalities in Paraná and São Paulo. This initiative provides students with information about the Company's forestry operations, the environment and road safety. More than 2,800 students took part in these activities, empowering them to share this information in their homes.

Klabin Social Demands

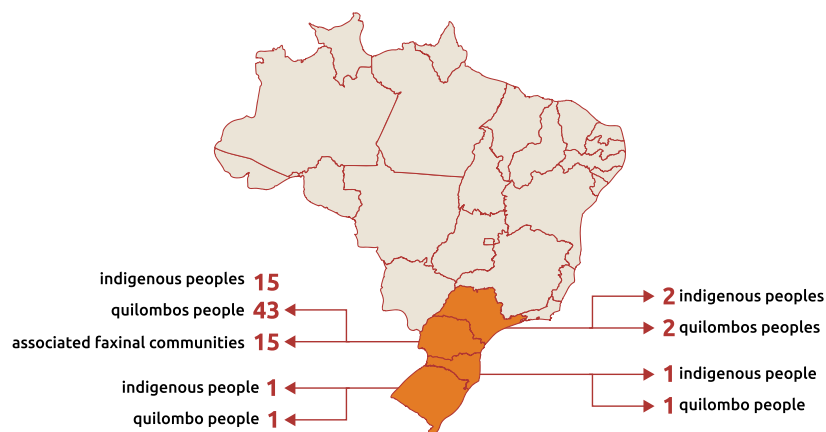
In 2024, the Klabin Social Demands platform was expanded to include sites in Betim (Minas Gerais) and Jundiaí (São Paulo). Through this system, employees can register demands received in the field, either at site entrances or through official channels like Talk to Klabin. Once submitted, the information follows an internal workflow for evaluation and resolution.

The platform is currently being rolled out with dedicated support teams at 15 sites: Ortigueira and Monte Alegre in Paraná; Angatuba, Jundiaí Tijuco Preto, Jundiaí Industrial District, Piracicaba I and Piracicaba II in São Paulo; Correia Pinto, Otacílio Costa, Rio Negro and Lages in Santa Catarina; Goiana in Pernambuco; Betim in Minas Gerais; São Leopoldo in Rio Grande do Sul; and Horizonte in Ceará. Other sites can also log demands through the platform, but they do not yet have designated contact points or tailored processes for handling them.

- Diagnosis of beekeeping and stingless beekeeping;
- Tourism diagnosis;
- Complementary studies to classify traditional communities (find out more below);
- Implementation of infrastructure and logistics improvements along transportation routes;
- Incorporation of new areas into the scope of social and environmental action.

Traditional communities

In 2024, Klabin completed the work of recording and classifying traditional communities (settlements composed of descendants of runaway slaves, known as “quilombos,” and villages in central Paraná that use land communally, known as “faxinal” communities) and indigenous peoples living within 10 km from the Company’s forest management areas. This surveying work is essential for planning measures to uphold the rights of these groups. In all, 177 communities were identified and characterized, distributed as follows:



Based on 2024 survey data and a previous survey carried out in 2019/2020, it was possible to perform a refined analysis of the 15 identified faxinal communities across the region. It was therefore concluded that there are 89 traditional communities within 10 km from Klabin’s forest management areas.

Based on this information, action plans are developed to assess those communities that have indicated that they expect to experience some kind of impact from our operations, and those that use our sites for subsistence or cultural purposes. The Company is also conducting additional studies into the new forest area acquired through the Caetê Project.

Klabin’s relations with traditional communities are based on the principle of Free, Prior and Informed Consent (CLPI - Consentimento Livre Prévio e Informado), which aims to ensure transparency in interactions with communities and respect for their decisions.

Klabin Transforma

The Company’s programs, initiatives and sustainable solutions aimed at education, culture and citizenship, development and the environment are collectively grouped under the “**Klabin Transforma**” (Klabin Transforms) brand. This new approach is designed to strengthen the way the Company presents its initiatives to society, dividing them into pillars (see below), and highlights the Company’s desire to inspire collective participation to drive change in various spheres of society.

Despite this rebranding, the programs’ activities will continue to have the same objectives: to generate positive social and environmental impacts and to boost the economies of prioritized communities.



KLABIN

KODS

CORPORATE
GOVERNANCERENEWABLE
FUTURESUSTAINABLE
ECONOMYPROSPERITY
FOR PEOPLER&D AND
INNOVATIONESG
HIGHLIGHTS

Pillars of Klabin Transforma



Education

We develop and support programs aimed at reinforcing people's education, through actions to improve school management, infrastructure and teaching practices.



Environment

We develop programs to foster environmental awareness, biodiversity conservation and best practices in the use of natural resources. We encourage research and the generation of knowledge related to sustainability. We strengthen environmental agents through programs and initiatives focused on income generation.



Development

We contribute to the economic and social growth of the communities in which we operate, boosting planning capacities and participatory public management to promote sustainable development.



Culture and Citizenship

We encourage projects that value cultural attributes through artistic expressions and those that support cultural producers in different regions of Brazil. We believe in promoting sports practices and solidarity actions as important pillars for strengthening citizenship.

Support for public management

The Klabin Transforma - Apoio à Gestão Pública Program (Support for Public Management) fosters participatory public management by offering municipal governments specialized advice to improve their planning and use of public resources. The program's effectiveness is evident in how well local government plans align with the Company's Social Progress Index. In 2024, 83% of the actions planned by participating municipalities were directly aligned with the Social Progress Index's indicators, up from 72% the previous year. This demonstrates that the technical support provided has helped public managers design and implement initiatives specifically aimed at boosting social development as measured by the index.

The highlights in 2024 included work by the municipal government of Imbaú to balance its finances and significant infrastructure progress by the municipal government of Telêmaco Borba, achieved through strategic planning that enabled it to secure financial credits.

177

 secretariats
involved

927

 government employees
impacted by initiative

1,198

 actions planned and monitored
in 14 municipalities

92%

 of actions planned by municipal
governments were approved
for execution

Território Circular Program

In 2024, the Klabin Transforma Território Circular Program, developed in partnership with municipal governments and environmental management company Ambipar, completed the process of transforming two recyclable material collectors' cooperatives – Acamarango and Recicla TB, based in the municipalities of Reserva and Telêmaco Borba, Paraná, respectively – into social franchises. This involved professionalizing the cooperatives' activities, bringing about financial, environmental and social gains. The franchise model transfers technical knowledge and helps ensure that waste collection operations are carried out in a sustainable manner. The program includes seven cooperatives across six municipalities in the state of Paraná, directly benefiting 76 people

ReciclaTB is the social franchise of Ambipar Environment, whose recycling professionals have the highest average income in the category, earning an average monthly amount of BRL 4,355 (in March, April, and May 2025). This amount is 120% higher than other franchises, 187% higher than the minimum wage, and 217% above the national average (according to the 2023 Recycling Yearbook).

Acamarango also gained a new office building, featuring a kitchen, cafeteria, accessible toilets, office, storage and unloading areas, making its work more secure. Since the two cooperatives joined the program, their members' income has increased significantly.

86%

increase in income among cooperative members

OVER R\$4 million

invested between 2021 and 2024 in technical consulting, new equipment, environmental education actions, training and infrastructure improvements



Members at Acamarango's new office building.

Semeando Educação Program

In 2024, schools in 11 of the 12 municipalities in Paraná participating in Klabin Transforma Semeando Educação (Klabin's "Sowing the Seeds of Education") Program improved their performance in the **Brazilian government's Basic Education Development Index** (Ideb). This progress reflects the dedication of the respective municipal governments and education secretariats, as well as the contributions made by Klabin's initiative. Launched in 2017, "Sowing the Seeds of Education" provides training for public sector elementary school teachers and managers in teaching methods, school planning and management. The program now operates in Paraná, Pernambuco, Santa Catarina and São Paulo.



Juanita Aparecida do Amaral, participante do Programa Semeando Educação.

253 schools

involved

1,148 teachers and 231 managers

trained by the initiative

28,526 students

benefited

MUNICIPALITY	2021 IDEB 2023 IDEB	CHANGE
Congonhinhas	4.4 5.8	+ 31.8%
Tibagi	5.0 5.9	+ 18.0%
Curiúva	5.4 6.2	+ 14.8%
Ventania	5.3 6.0	+ 13.2%
Imbaú	5.4 6.0	+ 11.1%
Ortigueira	5.5 6.1	+ 10.9%
Reserva	5.7 6.3	+ 10.5%
Doutor Ulysses	5.0 5.3	+ 6.0%
Rio Negro	7.1 7.5	+ 5.6%
Sapopema	6.4 6.6	+ 3.1%
Telêmaco Borba	6.1 6.2	+1.6%
Rio Branco do Ivaí	6.5 6.5	0%

In Ortigueira, the Centro Estadual Florestal e Agrícola, a pioneering project by Klabin in partnership with the government of the State of Paraná, obtained an average Ideb score of 5.3, the highest among the 50 schools in the Telêmaco Borba region. The only technical school in Latin America specializing in forestry machinery mechanics and operations also scored above the Paraná state average (4.7) and the national average (4.3). The Technical School received consulting support from the Klabin Semeando Educação Program in the years leading up to the latest assessment, in 2021 and 2022.



Learning moment
at the Ortigueira
Technical School



Learning moment
at the Ortigueira
Technical School



Aerial view of
the Ortigueira
Technical School

Another highlight of the program in 2024 was the start of the Natural Sciences training module for educators in the municipalities of Imbaú, Telêmaco Borba and Ortigueira, in Paraná. Through this module, teachers receive guidance and access to practices for teaching about waste management, energy efficiency, climate change and water use. This training is based on each grade's curriculum, exploring different skills and methodologies. As well as being aligned with Environment Ministry recommendations, the module supports the Klabin 2030 Agenda, reinforcing themes common to the Company's other social and environmental initiatives, such as the Klabin Transforma Território Circular Program.



"When we graduate in education, we gain access to more comprehensive content in each area, as we teach several subjects. The Semeando Educação Program deepens our knowledge and turns our attention to new ways of teaching the natural sciences. Students need to identify with learning and get to know phenomena up close to make teaching effective. The program helps us get out of our comfort zone and think of new possibilities for learning and teaching."

Juanita Aparecida do Amaral
teacher at Barão do Rio Branco Municipal School in Imbaú, Paraná



Matas Sociais Program

Through a cooperation agreement between the municipal government of Telêmaco Borba in Paraná, Klabin, the North-Central Paraná Family Farming Cooperatives Association (CCN-PR) and the Brazilian Micro and Small Enterprise Support Service (Sebrae), a new Family Farmers' Market was opened in Telêmaco Borba. This facility, located on the ground floor of the municipal bus station, is a fixed point for producers assisted by the Klabin Transforma Matas Sociais Program (Community Forests), allowing them to advertise and sell their products.

With Klabin's support, the North-Central Paraná Family Farming Cooperatives Association entered into a contract with Sapore, a company that supplies food services to Klabin's sites in Paraná. This partnership supports small- and medium-sized farmers in supplying high-quality food to the industrial cafeterias in Ortigueira and Telêmaco Borba. In total, around 2,700 kg of vegetables are supplied to the Company in this way every week, including cabbages, bananas, tomatoes, oranges, lettuces, spring onions, chard and mint. The volume supplied represents an increase of 170% compared to the previous figure of 1,000 kg per week.

In 2024, this program also developed a Handbook of Best Practices for producers when taking part in competitive bidding processes to supply the National School Meals Program. Workshops on public sector purchases from family farmers were also held in Santa Catarina and Paraná. These meetings brought together producers and municipal government representatives, who discussed food production challenges and clarified the evaluation criteria. By fostering a shared understanding of everyone's perspectives, the workshops helped the participants effectively navigate the public procurement process, both as suppliers and buyers.





Matas Legais Program

The Klabin Transforma Matas Legais Program (Klabin Forest Compliance), under way in Paraná and Santa Catarina, helps small- and medium-sized rural landowners comply with environmental legislation and use techniques for better environmental results, aiding soil and water conservation. Carried out in partnership with environmental NGO Apremavi (Association for the Preservation of the Environment and Life), the focus is on conservation, education and promotion of sustainable forestry development.

Producers take part in courses, community conservation days, talks and exchange visits, and receive free seedlings of plants native to the local Atlantic Forest biome, empowering them to work even more sustainably.

As well as restoring forest areas, the initiative encourages these producers to experiment with diversified activities, such as combined forestry (based on planted pine and eucalyptus forests), organic farming and ecotourism, stimulating the adoption of best practices and more efficient and profitable activities.

Running since 2005 in Santa Catarina and 2008 in Paraná, the Matas Legais Program has achieved positive results, underscoring Klabin's commitment to social and environmental transformation in the regions where it operates.

Cumulative data

Cumulative data (total for the programs) Klabin Transforma Matas Legais Program and Klabin Transforma Matas Sociais Program in Paraná and Santa Catarina:

2,484 PARTNERS

involved in Forest Compliance Program
and Community Forests Program

3,202 SPRINGS

recorded as part of these
initiatives

707 SPRINGS RESTORED

in Paraná and Santa Catarina, involving
expansion of tree cover around them

2,313,981

seedlings donated

2,707

hectares restored

2024 data

153 partners

involved in Forest Compliance Program and
Community Forests Program

304 springs

recorded as part of
these initiatives

**66 springs
restored**

in Paraná and Santa Catarina, involving
expansion of tree cover around them

61,012

seedlings donated

356.56

hectares restored



Climate Survey

In 2024, Klabin conducted a new edition of its Climate Survey, achieving a record participation rate of 90%. Held every two years, the survey is an important channel for listening to employees, helping the Company understand perceptions of the work environment, track progress and identify opportunities for improvement.

The overall favorability of the survey was 78%, with highlights in the areas of Efficiency and Adaptability, which achieved favorability ratings of 86% and 82%, respectively. In the area of Proactiveness, the survey indicated an opportunity for development. The value of Safety also received a positive evaluation, but this topic will always remain a priority for Klabin.

The survey showed that team members see strong Execution capability as one of the Company's key strengths, along with the quality of its decision-making. Quality and service (with a customer focus) were also seen as key attributes in Klabin's value proposition. An additional survey was carried out among directors and managers, which showed that leaders are strongly aligned with the Company's strategy.

Focus on improvement

Klabin's executive leaders began by evaluating the results of the Climate Survey to align perceptions and deepen understanding. This diagnosis was then presented and discussed at special meetings of Klabin managers, coordinators and specialists. Several action plans are currently being developed and implemented. Examples of progress include:

- Employee performance management will incorporate more frequent discussions about what was delivered by each professional and how, with a focus on alignment with the Company's values and competencies, as well as on talent retention and management. A strengthened approach to mapping key positions and identifying successors will further support knowledge management and the cultivation of future leaders;
- The Leadership Journey Program (detailed in the [Human capital development section](#)) will primarily address topics related to Klabin's Culture and talent management, with a focus on Proactiveness, as well as discussions on talent management and retention.

Review of Klabin's Culture

In line with the Company's evolution and market challenges, in 2024 Klabin consolidated its Vision and Mission and revised the Klabin Attitude – a set of core values and skills required to do business with us. This work was based on analysis of the results from the Climate Survey and **Pulse Survey**, as well as insights obtained in focus group meetings and conversations with leadership. The involvement of professionals from different areas enables the culture to become increasingly aligned with the Company's current strategy.

VISION

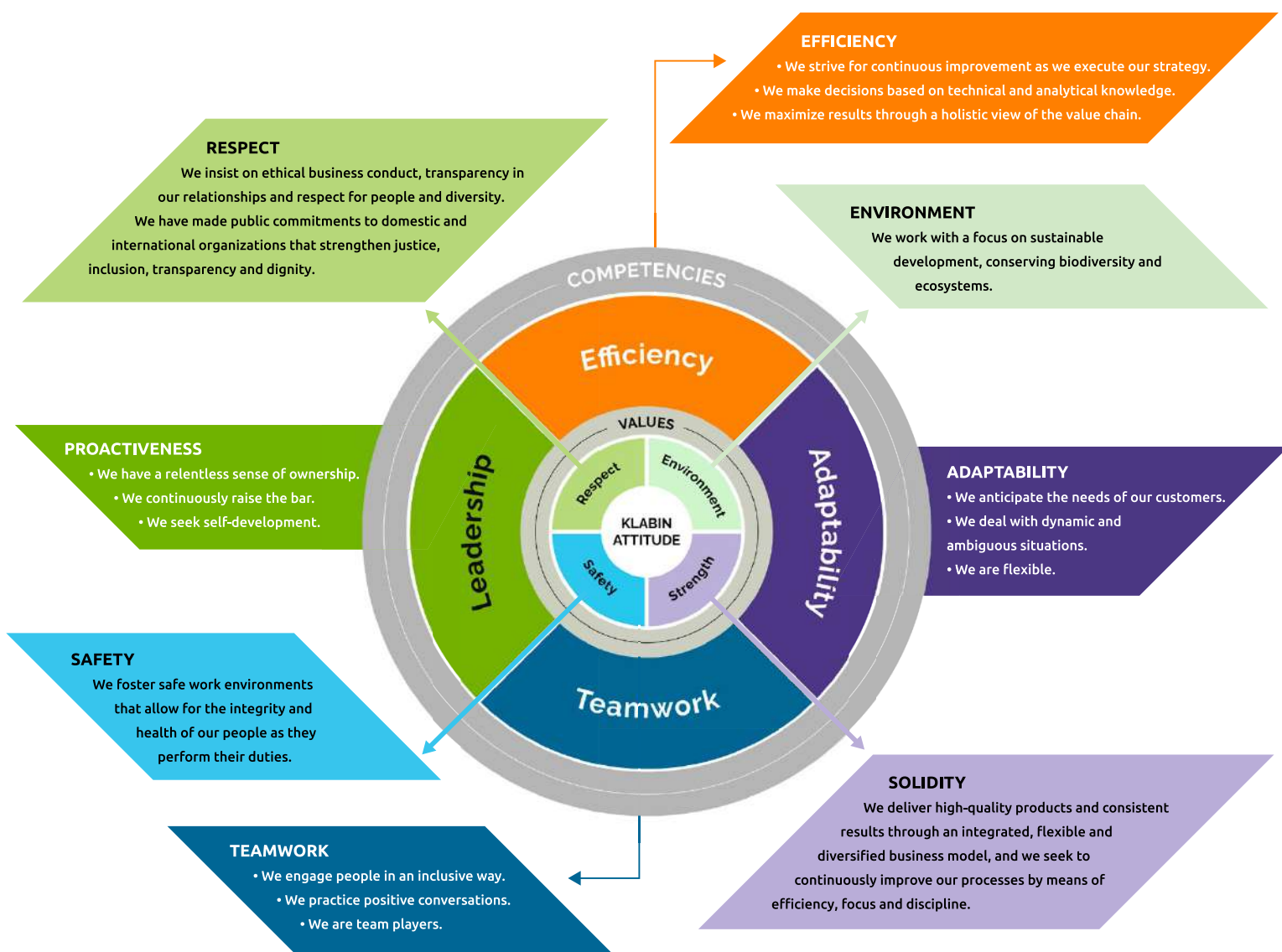
To offer sustainable solutions capable of meeting society's changing needs, through forest-based products that are multipurpose, renewable, recyclable and biodegradable.

MISSION

To generate value for shareholders, employees and society through the responsible and efficient use of our forestry and industrial assets, promoting sustainable development.

The reformulation of Klabin's Attitude was important in bringing greater simplicity and clarity to the cultural pillars, making them stronger and more evident to the Company's professionals. This contributed to their internalization and, consequently, to the strengthening of their application in practice. These updated attributes have already been incorporated into the 2025 employee performance assessment process, reinforcing the need to deliver results through Efficiency, Adaptability, Teamwork and Proactiveness.

The Performance Management System will help sustain the evolution of Klabin's culture, highlighting the competencies to be self-assessed and evaluated by managers, and fostering the development of professionals.



Launch of Klabin Attitude

The new set of competencies and values was presented to leaders. These professionals contribute to strengthening cultural aspects by discussing these skills with their teams and constantly associating the Klabin Attitude with work practices.

The values and competencies were also shared with employees directly by top management at various internal events.

Throughout 2025, the efforts to strengthen and further develop Klabin's Attitude will continue with strong intensity.



Long-Term Incentive Program

The Long-Term Incentive for All Program gives employees the right to acquire Klabin **Units** as part of their performance-based pay. This contributes to engagement and reinforces a sense of ownership.

In 2024, 18% of eligible employees joined the initiative, down 5 percentage points from 2023. The Company continues to develop strategies to promote the Program and expand participation, focusing both on financial education and on a strategy to enhance employees' understanding and long-term financial planning.

Diversity

Respect is a core value for Klabin, guiding the Company's diversity agenda. The focus is on generating value for all stakeholders through an inclusive work environment in which people experience a sense of belonging and feel secure to do excellent work. To this end, the Company operates around five pillars:

- Gender;
- Race and ethnicity;
- Multiple generations;
- LGBTI+;
- People with disabilities.

Klabin is working to increase the representation of members of marginalized groups and promote their effective inclusion in the Company. Klabin has a Diversity and Employability Promotion Policy applicable to all its permanent employees, temporary employees and contractors. A Corporate Diversity Committee regularly assesses recruitment practices and procedures to help reduce conscious and unconscious biases. In addition, the Company participates in Brazil's principal corporate diversity movements:



Gender

In 2024, the Company reached a rate of 25% of women in leadership positions. The target is to reach 30% by 2030.

Klabin implemented several affirmative action initiatives to support the recruitment and professional development of female employees in 2024, including a Female Leadership Development Program in the Santa Catarina Highlands region, mandatory employee diversity and inclusion training through the Klabin Business School Portal, the incorporation of a diversity module into leadership development programs, and targeted career development measures for black women. Furthermore, Klabin requires all shortlists for coordinator and manager positions to include at least one qualified female candidate, and balanced female representation is ensured in internal development acceleration programs.



Race and ethnicity

In 2024, 47.78% of external hires were black people. This figure does not include interns and apprentices. In addition to greater representation, there was also progress in the training of these professionals. In 2024, more than 400 people took part in activities organized by the Movement for Racial Equity (MOVER), in particular "MOVER Hello," a project that offers grants to study English on an online platform. Black professionals also took part in initiatives to train them to take on leadership positions at the Company in future.

Employees by race and ethnicity*

	2024	2023
Race	% of workforce % of managerial positions	% of workforce % of managerial positions
Black	39.61% 20.44%	39.93% 18.32%
White	57.28% 76.06%	55.80% 77.94%
Asian	1.15% 2.95%	0.97% 2.99%
Indigenous	0.25% 0.00%	0.29% 0.00%
Not informed	1.71% 0.55%	3.01% 0.75%

*Klabin considers black people to encompass black and mixed-race people, in line with the methodology used by Instituto Brasileiro de Geografia e Estatística (Brazil's National Statistics Agency - IBGE). Managerial positions are grouped into director, manager and coordinator levels. Ethnic-racial information is provided through self-declarations by employees.

LGBTI+

The Company continues to monitor the evolution of the representation of this group in the workforce and is expanding its actions to engage internal stakeholders and raise their awareness about inclusion of these professionals. One of the most important initiatives in this regard is the provision of emotional, social and legal support for transgender employees who wish to update their documentation.

People with disabilities

Klabin is working on an action plan to increase the representation of people with disabilities within the Company, taking into account any structural adaptations that may still be needed.

Access our ESG Panel to find out the Company's indicators in relation to diversity:

[ESG PANEL →](#)

Favorability among marginalized groups

Klabin's target is for 90% of its employees belonging to marginalized groups* to positively evaluate the conditions of respect and equality in the workplace.



In the 2024 edition of the Company's climate survey, this rate was 87%, higher than the market average. There was an increase in the percentage among specific groups, such as trans women and non-binary people, and a decrease in the indicator regarding the perceptions of indigenous and black people. This survey, conducted by Korn Ferry, a global organizational consulting firm, will help the Company assess the areas in which it should intensify its work to raise awareness of diversity.

*Marginalized groups are considered to be women, black and mixed-race people, indigenous people and LGBTI+ people.



¹ Indigenous people make up 0.29% of Klabin employees.

A culture that encourages learning

The Company believes that the quality of its deliveries and the achievement of good results depend on a trained team, capable of critically evaluating processes and adding knowledge. For this reason, it invests in training its professionals, offering technical courses, leadership programs, an online course platform, scholarships, workshops and opportunities for sharing knowledge.

In 2024, Klabin launched ECOA, a program aimed at fostering a culture of learning by raising employees' awareness of the importance of continuous learning. Pilot schemes were carried out at our Piracicaba I and II plants in São Paulo and our Goiana site in Pernambuco. During these initiatives, professionals took part in conversations and events to publicize the Klabin Business School Portal.

Over the course of the year, a learning model was built to suit the needs of forestry teams, based on a diagnosis of priorities and the most suitable formats for this audience. This work resulted in the creation of customized courses to address specific needs.

Another highlight in 2024 was the development of business paths, designed to enhance technical and behavioral skills. Examples include "My Attitude Beyond Sales" for the Packaging business team; an Analytics path, which caters to different audiences; and a Commercial path for forestry team members.



Integration of Arauco teams

Learning also takes place through the exchange of experiences. A good example of this was the integration of the 962 employees who came from Arauco (Caeté Project) into Klabin's teams. This process involved onboarding Arauco professionals while maintaining ongoing operations. This exchange allowed for the incorporation of the Arauco team's best practices into Klabin's routines, while also sharing Klabin's established areas of excellence. This collaborative effort will continue in 2025, with a focus on the continuous improvement of processes.



Klabin Business School

The Klabin Business School (ENK Portal) is the Company's online training platform. Featuring learning paths designed for different functions, it is an important tool for meeting individual development needs.

OVER 14,000

employees were trained by
the ENK Portal in 2024.

NEW COURSES ON THE PORTAL:

Psychological Safety, Results-Based Management, Unlock
Your Productivity, Power BI and Sustainability Policy.

Leadership training

The Company has a range of initiatives focused on the continuous development of its leadership, including the following:

Jornada da Liderança (Leadership Journey)

This program develops managers in the pillars of Development, Succession and New Leaders. In 2024, the following modules were taught: Turning the Key (Virando a chave), for recently appointed leaders; Communication-Based Leadership; Proactiveness; and Safety.

Ser Líder (Being a Leader Program)

Aimed at developing first-level leaders, this program presents tools to help with decision making and methodologies for improving management and communication.

Workshops

Whenever necessary, workshops are held on strategic management topics. In 2024, these meetings looked at building targets, anti-corruption practices, integrity and antitrust practices.

Special meetings of Klabin managers, coordinators and specialists

These meetings, held annually, are an opportunity to ensure alignment with the Company's strategy and exchange experiences. In 2024, the relaunch of Klabin's Attitude (see [Management and engagement](#) for more details) was one of the highlights, providing leadership with clarity on what is expected from their teams to achieve sustainable results.

MORE THAN

16,000

hours of training in the Leadership Journey

1,159

leaders took part in training activities



Klabin Center for Professional Development

In 2024, the Company opened the Centro de Qualificação Profissional Klabin (Klabin Center for Professional Development) in Telêmaco Borba, Paraná. This facility offers ongoing training for employees and opportunities for the whole community. It is based in the building where the former Manoel Ribas State College used to be, thereby helping preserve local history.

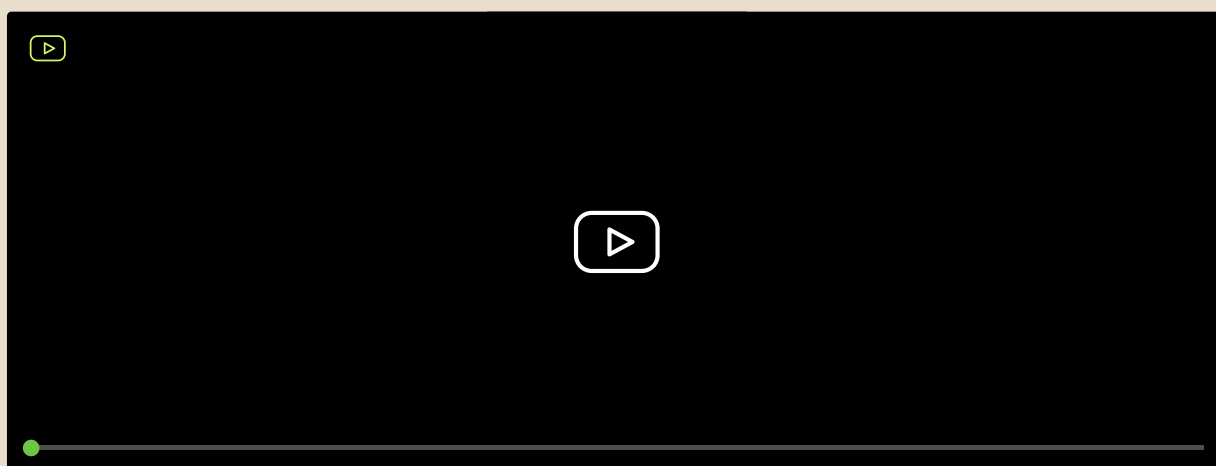
In all, R\$12 million was invested to modernize the building and prepare it to host electrical, mechanical, automation and instrumentation maintenance training. The center features classrooms for theoretical lessons, a computer room and an auditorium. The facility's key features and benefits for the business include the following:

- Capacity for up to 250 students;
- Training of new professionals through programs for apprentices and trainees;
- Reduction in preparation time for newly hired professionals from 18 months to six months;
- Recycling of employees' knowledge;
- Instructors with extensive experience in the Company's routines;
- Simulators that contribute to learning and consequently to the performance and operational efficiency of plants.

Training the local workforce is important for the community, as it offers opportunities for work and growth, and for Klabin, as it helps build alternatives to supply its operations with qualified labor.

The good results of this initiative have motivated the Company to study the implementation of similar models in other locations.

Klabin Center for Professional Development



OVER

140

young people trained to work in industrial and forestry segments, through operational trainee and young apprentice programs

OVER

22,000

participations in various development activities

OVER

1,100

employees trained in papermaking, recovery and mechanics

OVER

26,000

training hours



KLABIN

KODS

CORPORATE
GOVERNANCERENEWABLE
FUTURESUSTAINABLE
ECONOMYPROSPERITY
FOR PEOPLER&D AND
INNOVATIONESG
HIGHLIGHTS

Auditorium

Electrical
RoomInstrumentation /
Automation RoomComputer
Room

Safety management

Klabin works every day to provide its employees with safe work environments that promote integrity, health, and physical and psychological well-being. The Company's safety targets include having zero **life-changing injuries** among its employees and contractors and keeping the lost-time accident frequency rate below 1. Safety is a core value of the Company, and as such, its importance and the ongoing commitment to never settle are non-negotiable.

Reflecting Klabin's prioritization of this subject in 2024, an Internal Safety Committee was created, made up of operation directors, the director for people and corporate services, and the CEO. This group meets monthly to discuss improvements.

Management of this area has also been strengthened with the creation of regional occupational safety areas (see the figure). The Corporate Safety Area provides an overall direction for Klabin as a whole, while the leaders of each business unit take a more detailed look at their individual needs.

With the consolidation of this structure, the focus for 2025 is to work on the short-, medium-, and long-term strategic direction, ensuring a unified Company-wide approach while still addressing the specific needs of each business.

All this work is underpinned by Klabin's Life Protection Policy, which brings together guidelines and criteria to ensure the safety and well-being of employees. This policy reinforces risk management, recognition of safety-minded attitudes and organizational learning.



Indicators

In 2024, the Company regrettably recorded three life-changing injuries, including one fatality. These incidents were linked to mobile equipment and machinery adjustments – critical activities that had already been mapped. There was also an increase in the lost-time accident frequency rate* compared to 2023, from 1.39 to 1.84.

In this context, Klabin is intensifying its efforts to increase its risk management capacity, support the continuous development of leadership and strengthen operational competencies in this area.

* Number of accidents involving employees and contractors per million hours worked.



Critical activities

Throughout 2024, Critical Activities Requirements Audits were carried out in all Klabin's businesses, and the overall identified compliance rate was 88.16%, up 12.48% from 2023. Identifying how these risks are being dealt with at each site is essential for allocating investments and directing efforts in the coming cycles.



Forklift operation at Piracicaba II (SP).

Safety awareness raising and training

In addition to identifying and managing critical activities, other initiatives contribute to risk management and reduction, including leadership training. Through technical and behavioral training programs, managers strengthen their critical thinking and strategic action skills in safety.

As part of the Jornada da Liderança (Leadership Journey) training program, there is a Safety module, which covers technical and behavioral aspects. In 2024, 90% of coordinators and managers did this module, which encourages actions that are impactful, humanized and aligned with Klabin's circumstances.

Other employees also have access to continuous training on this subject, either through in-person activities or on the Klabin Business School Portal (ENK). More than 8,500 professionals have been trained in safety at Centro de Qualificação Profissional (Klabin Center for Professional Development) in Telêmaco Borba, for example. Expanding the range of courses offered on the portal, new health and safety courses were made available to employees in 2024.

Awareness-raising actions and recognition programs are initiatives that make up another component of risk management. For example, a campaign called "Segurança: pela regra e pela vida" (Follow the Safety Rules to Save Lives) took place throughout 2024, promoting widespread mobilization among employees and reinforcing the Life Protection Policy, positively impacting people care, the ongoing improvement of working conditions, and the development of both processes and people.

Also during 2024, the Atitude 5 Estrelas (Five-Star Attitude) program was standardized. This initiative provides collective recognition for teams that effectively use safety tools and make improvements to their processes and work environment.

97% of registered actions in Klabin's Unified Action Plan, a tool for recording health and safety initiatives, were successfully completed in 2024. This shows how hard teams are working to continuously improve processes and the work environment.



Safety in the Forestry business unit

The Safety Master Plan is the number one pillar of the Forestry Master Plan, drawn up in 2024 (see more information in [Klabin](#)). Accordingly, similar to changes in Klabin's safety structure, the team responsible for this issue in the Forestry business unit has been strengthened. The group has grown from 26 to 55 people, based on a structure made up of a manager and coordinators, to meet the complex local needs of the business. Now that this new structure is in place, the next steps are to map out areas for improvement and formulate action plans.

Improving the use of technology has also been an important strategy for the business. For example, the telemetry system implemented in forestry operation vehicles is constantly evolving so that drivers' speed limits can be customized according to road characteristics and weather conditions. This offers greater safety for those behind the wheel and for communities.

To strengthen this monitoring system, Klabin will start to use satellite-based high-speed broadband internet in 2025, as part of the Digital Forest Project, thereby reinforcing connectivity and active monitoring of vehicles. This work will be coordinated from a dedicated full-time center, which will cover 100% of light and heavy vehicles, with a focus on road safety.

Mental health and well-being

Klabin has continued and expanded its Programa Viver Bem (Living Well Program), which aims to promote quality of life and offer preventive care based on comprehensive health actions. The highlights of 2024 in this area include the following:

- Leadership training in mental health and psychological safety as part of the Virando a chave (Turning the Key), Ser Líder (Being a Leader) and Florescer (Flourish) programs;
- Launch of the Mental Health Guide for Leaders, in partnership with the Leadership Journey program;
- Psychological First Aid Workshops for ambassadors, health teams and diversity leaders;
- Participation of more than 2,400 employees in conversations about self-care and the support channels provided by Klabin;
- Use of a mental health monitoring tool in 67% of the year's periodic medical exams, which made it possible to improve the monitoring of employees and offer specialized care when necessary;
- 19,348 online psychological consultations carried out by the Viver Bem (Living Well) Program;
- 18% increase in psychological, legal, financial, nutritional and social counseling, offered to both employees and their dependents;
- Support for financial health, through 1,853 hours of training, on-site talks and 144 financial plans developed with the assistance of a partner consulting firm.



Exemplary work

The Viver Bem (Living Well) Program came top in the **Exemplary Company for Mental Health** category in the 2024 Virtude Awards, which recognize leadership actions by employer brands to promote mental health. In addition, two Klabin cases were recognized in the Prêmio Movimento Mente em Foco (Mind in Focus Movement Awards), organized by the UN Global Compact. The two initiatives in question dealt with the engagement and training of managers in mental health, and guidance and crisis management.

Klabin's new head office

Klabin is preparing to move to its new head office in the second half of 2025, which will bring about gains in well-being for employees and financial benefits for the Company. The office is designed to be a suitable and welcoming space that fosters collaboration and promotes well-being.



Building of Klabin's new head office.

Convenient location

The new building is close to Faria Lima Subway Station in São Paulo, facilitating the use of public transportation.

Collaborative environment

The new office has more space for social interactions, promoting a more collaborative and integrated work environment. Due to its open layout, communication between employees at all levels of the Company, including executive leadership, will be more dynamic.

Comfort and functionality

The building's furniture and equipment were carefully selected to ensure good ergonomics and employee well-being. An area will also be set up for employees to eat their meals in comfort.

Celebration of Klabin's heritage

The head office will include a space dedicated to Klabin's heritage, where it will be possible to learn about the Company's history and explore its product portfolio.

Sustainability

The office has LEED Platinum certification – the highest and most rigorous level of sustainability accreditation for buildings. Its advanced building automation system optimizes the indoor environment with features such as sunlight-responsive shading, energy-efficient systems, intelligent LED lighting and the use of internationally certified materials.

R&D and innovation



Klabin Technology Center (Paraná)



Knowledge put into practice

At Klabin, research, development and innovation work aims to promote prosperity for the planet and for people, contribute to operational excellence and create solutions that are renewable, recyclable and biodegradable. This research has practical applications in the Company's day-to-day operations and fosters the evolution of business, whether by improving processes, increasing productivity, optimizing the use of natural resources or developing new products.

All this work is structured in four areas:

KLABIN TECHNOLOGY CENTER (CTK)

Its mission is to improve product quality by anticipating trends and creating sustainable technologies and applications. It has the infrastructure required to replicate processes, simulate manufacturing and accelerate product development.

FORESTRY TECHNOLOGY CENTER

This center focuses on the forestry chain, conducting research on topics such as genetic improvement, wood quality, soil, adaptation to climate change, pest control and biotechnology.

INDUSTRIAL PROCESS DEVELOPMENT

In this area, Klabin concentrates on incremental improvements to Klabin's processes and portfolio of products.

PACKAGING TECHNOLOGY CENTER (CTE)

This center creates designs in partnership with customers, based on their needs and challenges.

Klabin's main challenge in research, development and innovation is to look for more sustainable processes and materials, at competitive costs. In 2025, the focus will be on operational excellence.

Connection with the Company's needs

In 2024, Klabin invested R\$50 million in research, development and innovation, focusing on improving processes and products, enhancing its energy supplies, developing and applying new materials, and maintaining patents. This work was driven by a commitment to closely align with business operations and support the continuous improvement our plants. Notable initiatives include the following:

- Adoption of digital twins to evaluate scenarios. For example, this technology made it possible to assess the use of wood with different chemical and physical characteristics in the cooking process carried out in laboratory digesters. The boiler and the lime kiln in Correia Pinto (Santa Catarina) were also mapped using this simulation resource;
- Acquisition of a Micro-NIR, a portable near-infrared spectrometer that can be taken into the field to identify the properties of different tree species, through leaf analysis, for example. Using this information, it is possible to assess whether planted trees will meet the Company's raw material needs.

Participation in events

Klabin's participation in domestic and international events strengthens the Company's image as an important agent for innovation in its sector, as well as being an opportunity to connect with other players and form cooperation networks. These are some of the meetings the Company attended in 2024:



- 56th International Pulp and Paper Congress and Exhibition, organized by the Associação Brasileira Técnica de Celulose e Papel (ABTCP);
- Roundtable Discussion on the Bioeconomy in Brazil, held by the Belgian Economic Mission to Brazil;
- DRUPA, the world's largest trade show for the printing industry;
- Pine Chemicals Association International Conference;
- University of Toronto's Pulp & Paper Consortium Annual Research Review Meeting;
- TAPPI International Conference on Nanotechnology (TAPPI Nano);
- 24th World Packaging Conference, organized by the International Association of Packaging Research Institutes (IAPRI);
- Fruit Attraction Madrid;
- Brazilian Rubber Technology Association (ABTB) Congress and Expobor Exhibition;
- 2024 Brazilian Bioenergy Science and Technology Conference (BBEST) and International Energy Agency (IEA) Bioenergy Conference.

Progress regarding patents

In 2024, Klabin obtained 10 new patents for forest-based products. These patents protect the Company's assets, highlight its innovative spirit and support the work of its employees.

Research applied to operational activities

In 2024, Klabin's forestry research and development was focused on ensuring that technologies developed in previous years are effectively applied to its operational activities, boosting both forest productivity and wood quality. An example of this successful strategy was the record-breaking planting program, using high-performance Klabin clones. Integration between forestry, R&D and procurement teams meant that 65% of the eucalyptus tree planting carried out in the year used genetic material (clones) developed in-house, surpassing the 2023 figure (46%). In 2025, the goal is even more ambitious: to achieve 100% Klabin clone adoption.

GREATER PRODUCTIVITY

Klabin clones have the potential to grow between 58 m³ and 60 m³ per hectare per year, while older materials produce between 50 m³ and 52 m³ per hectare.

NEW CLONES

Characterization and selection of new clones to support production strategies for new hybrids in the medium and long term, with a view to climate change adaptation.

Another highlight was increased production of superior pine families at Klabin's nursery in Telémaco Borba, Paraná. This achievement involved vegetative propagation, a technique for asexual plant reproduction. This result followed years of research to identify optimal genetic crosses within the *Pinus* genus and reproduce them on a commercial scale. The implementation of this project began in 2023, with the planting of parent trees in the nursery and the first harvest of shoots. Klabin has also strengthened its supply chain through strategic partnerships with leading nurseries, boosting production capacity. Together, these efforts have accelerated the planting of high-performance pine trees with greater productivity potential.

The Company has also made significant progress in **somatic embryogenesis**, an in vitro cultivation technique for clonal propagation of pine trees. To make this innovation possible, its laboratories were restructured, enabling the effective implementation of this technology. In a pioneering achievement, the Forest R&D team selected and recommended two *Pinus taeda* clones, which will be incorporated into the Company's commercial planting in the coming years. These clones, reproduced using the somatic embryogenesis technique, will directly contribute to efforts to increase pine productivity.



Pine seedlings in Klabin's nursery.

Klabin has partnerships with the Sociedade de Investigações Florestais (Society for Forestry Research - SIF) and the Instituto de Pesquisas Florestais (Institute for Forestry Research and Studies - IPEF), the leading forestry research organizations in Brazil. Cooperation between academia and various companies is fundamental to business development in the sector. In addition to benchmarking between companies, collaborative projects allow experiments to be set up in various locations in Brazil, generating information on different eucalyptus and pine species throughout much of the country.

In 2024, a partnership between Klabin, SIF, IPEF, the Indústria Brasileira de Árvores (Brazilian Planted Forests Association - Ibá) and 10 other Brazilian companies made it possible to set up conservation areas for 34 eucalyptus species. The project's objective is to create a genetic conservation bank, ensuring the preservation of species' genetic variability over time and securing a source of genetic material for traits that may be essential in the future, even if they are not yet fully identified today. A good example of this is future climate variations, which may impact water-use efficiency, resistance to new pests and diseases, and even enable new uses for wood.

Attention to the impacts of climate change

Monitoring climate events and ways to mitigate them is an ongoing practice at Klabin. Through genetic improvement projects, superior genotypes are selected to ensure greater resistance and higher productivity. In parallel, silvicultural management projects apply best practices to support the development and optimization of resources allocated to these genetic materials. Climate risk management continuously evaluates all areas of the company, seeking strategies to mitigate potential impacts. Studies on the ecophysiological performance of clones assess their responses to adverse external conditions, such as excessive or insufficient rainfall, and indicate the best allocation of genetic materials to tolerate or withstand extreme events. Another ongoing initiative is the specific monitoring of new pests. For this, Klabin relies on a network of partners, which is essential for sharing information and promptly identifying potential threats both in Brazil and abroad.

Mindful of the climate emergency, in 2024 Klabin evaluated a new forest insurance methodology, taking aspects such as local temperature fluctuations into account.



Recognition

Klabin took part in the 2024 Marcus Wallenberg Prize, a Swedish award that recognizes technical development initiatives in the forestry industry. Leticia Miranda, a Klabin researcher, was among 30 young scientists from around the world selected to participate in the Marcus Wallenberg Prize Young Researchers Challenge' Program. She presented her doctoral work on the *Corymbia* genus – a plant from the same family as eucalyptus.

Photo: Johan Gurséus



Innovation in the field

In 2024, after years of research and testing, Klabin, in partnership with the Swedish company Plantma Forestry and its Brazilian dealer, Dealer Timber, developed the Plant Max, an automatic planter capable of planting seedlings, irrigating, and fertilizing. Two planters have been acquired and will start operating in 2025.

The Company has also been improving the use of drones in planted forests to apply herbicides to sloping areas, as well as fertilizers and pesticides. Studies are being carried out to assess in which areas this technology can be used.

Partnerships

In 2024, Klabin maintained partnerships with these institutions:

Institution	R&D +I	Forestry Research
Associação Brasileira Técnica de Celulose e Papel (ABTCP)		
Central American and Mexico Coniferous Resources Cooperative (CAMCORE)		
Centro de Tecnologia Leitat (Espanha)		
Comitê de Produtores – Tappi Nano		
Empresa Brasileira de Pesquisa Agropecuária		
Empresa Brasileira de Pesquisa Agropecuária - Florestas		
Escola Superior de Agricultura Luiz de Queiroz (Esalq)		
Forest Productivity Cooperative (FPC)		
Indústria Brasileira de Árvores (Ibá)		
Instituto de Pesquisa e Estudos Florestais		
Instituto Federal do Mato Grosso		
Melodea (Israel)		
Oregon State University		
Pine Chemicals Association International		
Research Institutes of Sweden (RISE)		
Serviço Nacional de Aprendizagem Industrial (Senai)		
Sociedade de Investigações Florestais		
Unicamp		
Universidade Católica de Leuven (Bélgica)		
Universidade de Karlstad (Suécia)		
Universidade de Toronto (Canadá)		
Universidade de Wageningen (Holanda)		
Universidade do Estado da Carolina do Norte (EUA)		
Universidade do Estado de Santa Catarina		
Universidade Estadual do Centro-Oeste/PR		
Universidade Estadual de Ponta Grossa		

Institution	R&D +I	Forestry Research
Universidade Federal do Ceará		
Universidade Federal de Goiás		
Universidade Federal de Lavras		
Universidade Federal de Uberlândia		
Universidade Federal de Viçosa		
Universidade Federal do Espírito Santo		
Universidade Federal do Paraná		
Universidade Federal do Rio de Janeiro		
VTT Technical Research Centre of Finland (Finlândia)		

Sustainable alternatives

Exploring multiple uses for wood components is fundamental to developing sustainable and biodegradable products and reaching new markets. Over the years, Klabin has presented significant research findings in this area, offering customers solutions that meet their needs and generate value. Learn about some of the components studied by the Company and their applications:



BIO-OIL

A fuel made from forest waste. To produce it, biomass must be subjected to high temperatures in an isolated environment with little or no oxygen. The product is mainly used as a fuel for heating and generating electricity.



LIGNIN

A natural polymer found in the cells that make up wood, responsible for making plants strong and rigid. It can be used to manufacture adhesives, rubbers and other industrial products.



MFC

Microfibrillated cellulose (MFC) is a highly refined cellulose capable of increasing the strength of various materials. MFC can be used in the production of special types of paper, in building materials, in the textile industry, in cosmetics and in the production of industrial formulations.



TURPENTINE

A chemical product derived from pine trees. It can be used in the pharmaceutical, food and cosmetics industries, and is also considered a renewable fuel.

Microfibrillated cellulose

Klabin has been investing in the application of microfibrillated cellulose (MFC) in various areas, including printing. The goal is to expand the use of biodegradable materials, enabling innovation while maintaining the essential technical aspects of the production process.



MFC can be used as a thickener.

Focus on circularity

Product development involves several stages, such as market analysis, scientific research, testing, and multiple approvals. The goal is to ensure that, once launched, the product delivers efficiency and safety to both the client and the end consumer. Attentive to society's demands, Klabin remains committed to prioritizing the creation of sustainable products made from renewable raw materials that are biodegradable and recyclable.

Honeycomb paper

Made from kraftliner (a renewable, recyclable and biodegradable raw material), honeycomb paper is a sustainable alternative to bubble wrap. It has small diagonal cuts all along its length that, when pulled, form lozenges reminiscent of honeycombs. This honeycomb paper structure is similar to padding and helps protect and preserve products during transportation, reducing friction and impacts on packaging.

Wicket Paper Bags

Klabin, in partnership with Optima and Soulpac, has developed a 100% recyclable and repulpable paper for diaper packaging. This sustainable alternative to traditional packaging aligns with growing social demand for renewable and recyclable solutions, and crucially, for products with a reduced environmental impact. Designed to be easily adapted to existing diaper packaging machines on the market, without the need for investment in new equipment, the Wicket Paper Bag allows the packaging process to maintain high performance, quality, and efficiency.



Expansion of portfolio

InBox – a type of packaging that houses a flexible inner bag – has been added to the Klabin portfolio. Made from durable and recyclable material, the box provides stability and protection during the storage and transportation of liquids, as well as allowing for an average 80% reduction in plastics in packaging. It can be used to store food, chemicals, cleaning products, personal hygiene products and fertilizers.

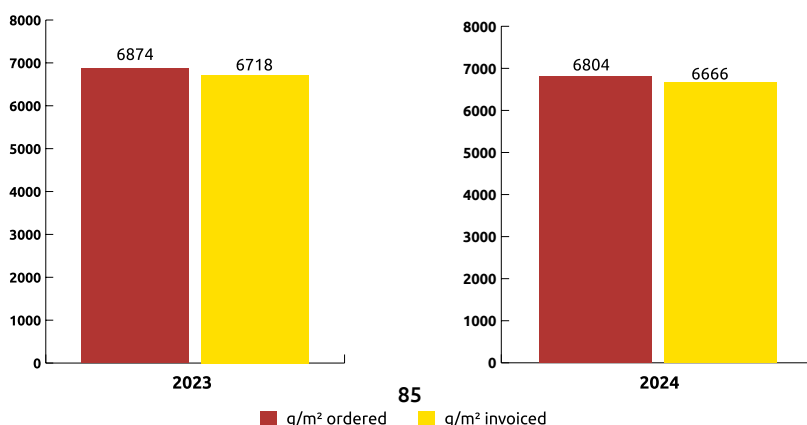
The BagInBox packaging can be used across different segments:

Optimizing the use of raw materials

As well as developing products, Klabin is constantly evaluating its portfolio in order to optimize the use of paper for packaging. Maximizing the use of this raw material benefits the environment by saving natural resources, as well as offering opportunities to improve production costs.

Among other things, the Company is working to reduce the grammage of boxes by making adjustments to their composition, without damaging the quality of the product. One example is changing paper used for packaging to Eukaliner®. The following graph shows the difference between grammage initially ordered and grammage invoiced (in g/m²), considering the use of Eukaliner®. The difference indicates that it was possible to produce boxes with less raw material than initially expected:

Grammage initially ordered versus grammage invoiced (in g/m²)





At Klabin's plants in southeastern Brazil (in Betim, Jundiaí Distrito Industrial, Jundiaí Tijuco Preto, Piracicaba I and Suzano), for example, an evaluation of 170 product compositions resulted in the following:

AVERAGE REDUCTION OF

17.41%
in grammage¹

PROJECTED REDUCTION² OF

3.5%
in annual paper consumption

¹ Evaluation carried out from June 2023 to June 2024.

² Projected reduction in one year, if sales remain at the level recorded between June 2023 and June 2024.

Packaging restructuring is something else that is helping save raw materials. By giving the boxes a new design, for example, it is possible to maintain or even increase their strength while reducing grammage. In 2024, in southeastern Brazil, projects of this kind yielded the following results:

43

restructuring projects developed

2.273 METRIC TONS

potential reduction* of

* Estimate based on projects approved by customers, projects not approved and those under negotiation.

Topic management

Processes related to innovation are managed by the Corporate Innovation Committee, made up of directors who decide on main actions and determine projects. Each business unit has its own subcommittees to make decisions on local initiatives.

Klabin uses collaborative mechanisms to build its R&D initiatives, such as pitch days to attract startups, open challenges, partnerships with universities and research centers, intrapreneurship initiatives, and projects with customers and suppliers.

Progress in Superar (Surpass)

The year 2024 was marked by the revision of Klabin's Superar (Surpass) accreditation scheme, which provides an example of transformation through innovation. Based on well-established market certification processes, it incorporates additional ESG elements relevant to Klabin. The reformulation was carried out by a committee of employees, which prioritized the organization and implementation of processes based on unified premises, indicators, and methodological guidelines. The process led to the following results:

- The standardization of parameters to measure Superar's progress at each site;
- The creation of methodological guides;
- Cross-functional audits (whereby an employee who works in the Corrugated Cardboard area evaluates a Paper operation, for example, promoting the exchange of experiences);
- Links between the Superar accreditation scheme and indicators for plants and Klabin as a whole (such as life-changing injuries, production volume and cost reduction). In practice, if a site does not perform well in relation to these targets, it will not be eligible to receive this certification.



Another highlight was the training of 39 internal auditors, including managers, coordinators, specialists and analysts, to award Superar accreditation. These professionals attended synchronous virtual classes taught by instructors from Carlos Alberto Vanzolini Foundation, an institution created and led by professors from the Production Engineering Department at the Escola Politécnica da Universidade de São Paulo (University of São Paulo Polytechnic School). They also took part in pilot audits carried out at the following sites: Monte Alegre and Ortigueira (Paraná), Lages and Correia Pinto (Santa Catarina), Piracicaba Corrugated Cardboard and Angatuba (São Paulo), and Goiana Industrial Paper Sacks and Goiana Corrugated Cardboard (Pernambuco).

In 2025, this group will put its knowledge into practice during evaluations that will take place at all plants to measure their maturity in line with the Superar methodology, following the new parameters. This self-assessment process is important for identifying areas for improvement and optimizing deliveries. A significantly increase effect is expected in the sharing of knowledge related to the best practices encouraged by Superar.

R\$181 MILLION
in gains* for the Company

39 EMPLOYEES
trained to act as internal auditors

* During 2024



International certification

In 2024, Lages and Itajaí plants, both in Santa Catarina, received a Category A Excellence Award from the Japan Institute of Plant Maintenance (JIPM), a Japanese organization that audits companies all over the world. This recognition underscores the Company's advances in operational efficiency and application of the Total Productive Maintenance (TPM) methodology.

ESG

Highlights



Vegetation detail at the Serra da Farofa Complex (Santa Catarina)



KLABIN

KODS

CORPORATE
GOVERNANCERENEWABLE
FUTURESUSTAINABLE
ECONOMYPROSPERITY
FOR PEOPLER&D AND
INNOVATIONESG
HIGHLIGHTS

Klabin in numbers

22

industrial plants in Brazil and one in Argentina

OVER

18,000

direct employees

911 thousand hectares

of forests are managed by Klabin, with 41% of which consist of native vegetation designated for conservation

PRODUCTION CAPACITY OF

1.6

metric tons of pulp per year

PRODUCTION CAPACITY OF

2.9

metric tons of paper per year

Klabin Heritage Center

In 2024, the Centro de Memória Klabin (Klabin Heritage Center) celebrated its 35th anniversary. With a key role in preserving and promoting the Company's century-long history, the center holds over 70,000 physical photographs and 300,000 digital files, as well as valuable ledgers, audiovisual materials, historical correspondence and other documents.

Visit the link

CENTRO DE MEMÓRIA KLABIN →

Financial performance

- Sales volume increased by 6% and net revenue by 9%.
- R\$ 1.5 billion distributed in dividends (cash basis), corresponding to a 6.2% dividend yield.
- R\$ 7.3 billion in Adjusted EBITDA for the year, with a 37% margin — 2 percentage points higher than in 2023.

The launch of the Monte Alegre Plant (PR) Modernization Project and the announcement of the Plateau Project - which marks agreements with a TIMO (Timber Investment Management Organization) to develop forestry activities, reinforce the Company's commitment to strategic capital allocation, focusing on resource optimization and the long-term sustainability of its operations.



Governance

- Review of the Financial Debt Policy, the Dividend and Interest on Equity Distribution Policy, the Anti-Corruption Policy, the Trade Sanctions Policy and the Supplier Code of Conduct.

- First year of disclosing cash cost and capex projections, reinforcing the predictability of Klabin's business model.

- Repositioning of the Integrity and Whistleblowing Channel, consolidating its hybrid scope.

- Expansion of cybersecurity training to all Klabin plants.

DOW JONES BEST-IN-CLASS INDICES

With a record-high score, Klabin remained in the Dow Jones Global Index and rejoined the Emerging Markets Index of the Dow Jones Best-in-Class Indices.

THE SUSTAINABILITY YEARBOOK

The Company is part of the top 1% of companies with the best ESG practices, according to S&P Global, and is the only Brazilian company to achieve the highest rating in 2025. This marks the fifth consecutive year that Klabin has been included in the ranking.

Water, waste, and emissions

Throughout 2024, Klabin maintained monthly critical reviews of environmental indicators across 100% of its industrial operations, including those related to water use, CO₂eq emissions, and solid waste management. This monitoring aims to drive the continuous improvement of the environmental performance of its operations. Below are some key highlights by topic:

Water:

- Development of the Water Conservation Plan, which outlines the Company's strategy for the forestry base, industrial units, and the entire production chain.

- 28.3% reduction in specific industrial water consumption compared to the 2018 baseline.

- 86% of the municipalities where Klabin has industrial operations have initiatives focused on the region's water security.

Waste:

- Approval of the Circular Economy procedure and development of the Circular Economy Management Plan, which highlights the importance of the topic for the Company and demonstrates Klabin's business positioning.

- 99.35% of the solid waste generated by the Company was reused or sent for recycling. A highlight was the Rio Verde Unit (GO), which, for the second consecutive year, operated without sending industrial waste to landfill.

- Joint efforts between the Research and Development area (which leads the search for technological and innovative solutions for processing specific waste) and the technical teams from industrial operations, with a focus on prioritizing reuse and recycling alternatives.

Emissions:

- Approval of new greenhouse gas (GHG) emission reduction targets by the Science Based Targets initiative (SBTi), aligned with the 1.5°C and Net Zero scenarios. This new commitment represents an even more ambitious contribution to mitigating the effects of climate change.



13.2%

reduction in Scope 1 and 2 GHG emissions*

17.4%

reduction in Scope 3 emissions*

Biodiversity

In 2024, the Company published its Biodiversity and Ecosystem Services Conservation Plan, aiming to achieve a net biodiversity gain by 2050. The strategy is based on avoiding and minimizing impacts; increasing and protecting biodiversity; restoring and connecting areas; and offsetting impacts. Key highlights from the period include:

- **Rewilding:** continued work with the Vinaceous-breasted Amazon (*Amazona vinacea*) and monitoring of the reintroduction of the Black-fronted Piping Guan (*Aburria jacutinga*) in the Klabin Ecological Park.
- Proposal of a project to reinforce the population of the Azure Jay (*Cyanocorax caeruleus*), a species recognized as a symbol of Paraná and playing a crucial ecological role in maintaining regional ecosystem balance.

946 fauna species and 1,971 flora species were identified through the Company's monitoring activities conducted in High Conservation Value Areas (HCVAs) across Paraná, São Paulo, and Santa Catarina.

Local development

The Company achieved an 83.6% approval rate in the Impact and Performance Assessment Survey, a 2.2 percentage point increase compared to 2023, demonstrating Klabin's commitment to the communities where it operates. Santa Catarina recorded its highest score to date, with an 87.2% approval rate, an increase of 4.3 percentage points from the previous period. Additional highlights include:

- Unification of actions and solutions focused on education, culture and citizenship, development, and the environment under the Klabin Transforma platform.
- **Klabin Transforma Semeando Educação Program:** schools in 11 out of the 12 municipalities served in Paraná showed progress in the Basic Education Development Index (Ideb).

People management

One of the key highlights of the period was the consolidation of the Company's Vision and Mission and the revision of the Atitude Klabin. This reformulation reinforces to employees the importance of delivering results guided by Efficiency, Adaptability, Teamwork, and Ownership.

VISION

To offer sustainable solutions capable of meeting society's changing needs, through forest-based products that are multipurpose, renewable, recyclable and biodegradable.

MISSION

To generate value for shareholders, employees and society through the responsible and efficient use of our forestry and industrial assets, promoting sustainable development.

Glossary



Wildflower at the Serra da Farofa Complex (Santa Catarina)



Bio-oil: black liquid obtained through the pyrolysis process, in which biomass is subjected to high temperatures in a low- or no-oxygen environment. Mainly used as fuel for heating and power generation.

Biomass: all organic matter of plant or animal origin used to produce energy

Boiler: equipment responsible for processing the black liquor generated during wood cooking. It allows for the recovery of chemicals used in the pulp production process and generates high-temperature and high-pressure steam. This steam is used in renewable energy generation and later, at lower temperature and pressure, in wood cooking, paper drying, and other thermal energy-demanding stages

Carbon footprint: metric that calculates the amount of carbon equivalent emitted into the atmosphere by a person, activity, event, company, organization, or government

CDP: international non-profit organization that evaluates and recognizes efforts made by companies worldwide to manage the environmental impacts of their activities

Digital twin: virtual model that simulates the operation of a system

Dividend yield: indicator that measures the return on a stock based solely on dividend payments, i.e., the income an investor receives in the form of dividends relative to the amount invested in the stock

Dow Jones Best-in-Class Indices: one of the most renowned corporate sustainability assessment tools, with strict criteria covering corporate governance, risk management, ethics, environmental initiatives, human rights advocacy, and promotion of social development

Ecosystem services: services provided by nature to humans that are essential for survival and are linked to quality of life and societal well-being

European Union Deforestation-Free Regulation (EUDR): regulation that prohibits the import and trade of products derived from certain commodities (cattle, soy, oil palm, coffee, cocoa, wood, and rubber) from deforested areas after December 31, 2020, within the EU

Financial leverage: ratio between net debt and EBITDA in US dollars

GHG Protocol Brazilian Program: program launched in 2008, responsible for adapting the GHG Protocol methodology to the Brazilian context and for developing calculation tools to estimate greenhouse gas emissions

GHG: Greenhouse gases: gases — such as hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), carbon dioxide (CO₂), and methane (CH₄) — that absorb part of the sun's rays and redistribute them as radiation in the atmosphere, heating the planet in a phenomenon known as the greenhouse effect

IASB (International Accounting Standards Board): nonprofit international organization that publishes and updates the International Financial Reporting Standards (IFRS)

IDEB – Basic Education Development Index: indicator that measures the quality of education in public schools in Brazil

IFRS (International Financial Reporting Standards): accounting standards issued by the IFRS Foundation and the International Accounting Standards Board

Klabin Superar: set of methodologies supporting Klabin's units in the pursuit of operational excellence.

Lives changed: concept that refers to significant and permanent effects caused by extremely severe occupational and process-related accidents

Life Cycle Assessment (LCA): technique developed to assess the environmental impact of products, consisting of analyzing the environmental effects associated with production activities throughout the product's life cycle

Material topic: according to the Global Reporting Initiative (GRI), materiality refers to topics that “reflect the organization's significant economic, environmental, and social impacts or that substantively influence stakeholder assessments and decisions”

MOVER – Racial Equity Movement: movement formed by 47 companies in Brazil aiming to address structural factors perpetuating inequality in the country, breaking patterns, and enabling equal opportunities for all.



Non-condensable gases: gases generated during the wood cooking process that contain sulfur and organic compounds.

Pulse survey: a rapid diagnostic, similar to a “pulse check”

RPPN (Private Natural Heritage Reserve): a category of privately owned protected area in Brazil that supports biodiversity conservation while maintaining private ownership of the land, contributing to the expansion of protected areas in the country

Sexual harassment: single act or repeated behavior in which a person — regardless of gender — is subjected to unwanted advances, often from someone in a position of authority, with the intent of obtaining sexual favors

SoftExpert: electronic system that stores normative documents, establishes approval flows, enables file traceability, and allows the retrieval of previous versions

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

Task Force on Nature-related Financial Disclosures (TNFD): global initiative that provides recommendations and guidance for financial institutions and companies to understand and disclose the impacts of their activities on nature

UN Global Compact: United Nations initiative to engage businesses and organizations in adopting ten universal principles in the areas of Human Rights, Labor, Environment, and Anti-Corruption, and to promote actions to address societal challenges

Unit: share deposit certificate; a bundle of shares traded on the stock exchange, composed of one common share and four preferred shares

Water-Secure Management: a set of practices that enable the proper guidance of land use and other natural resources with the aim of producing environmental goods and services without affecting the soil and water



Klabin



Maned wolf at the Klabin Ecological Park (Paraná)

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