



Sustainability
Report

2025



Summary

4	Message from the President	22	Governance Management	94	Commitments
6	2025 Highlights	40	Industrial Management	102	GRI Content Index
10	Ibema	48	Social Management	114	SASB Content Index
18	About the Report	68	Environmental Management	118	Credits



Message from the President

GRI 2-22, 2-25



Nilton Saraiva
Chief Executive Officer

We are proud to share Ibema’s results for 2025, a particularly significant year for the company. As we mark seven decades in business, we also celebrate the hard work, dedication, and commitment of the people who have brought us this far.

Throughout our history, we have learned that growing sustainably requires adaptability, a long-term vision, and, above all, professionals prepared to turn challenges and adversity into opportunities. That is what we experienced in 2025.

The global landscape continued to demand swift responses and consistent decisions. Competitive pressure intensified, while new demands related to the ESG agenda gained even greater relevance. In this context, we moved forward responsibly, maintaining a growth trajectory and strengthening cash flow, without compromising the social and environmental commitments that guide Ibema’s operations.

These results reflect a collective effort, the fruit of our teams’ work, the trust of our customers, the partnership with our suppliers, and the relationships built with the communities where we operate. The achievements we made throughout the year are the result of the contributions of people who share the purpose of building an organization that is increasingly prepared for the future.

Furthermore, integrity and a commitment to doing what is right are fundamental pillars of Ibema’s culture. We understand that these values gain strength when they are, in fact, lived out. For this reason, we continue to invest in strengthening our compliance program and in disseminating the principles that guide the company’s operations: respect, ethics, and transparency.

The company’s digital transformation is also maturing. We have been using innovation to make processes more efficient, improve product quality, and enhance

the customer experience. We believe that continuous evolution is essential to ensuring the business’s competitiveness and responding to market changes.

In the area of governance, we have strengthened mechanisms, refined processes, and expanded our risk management capabilities. These initiatives contribute to

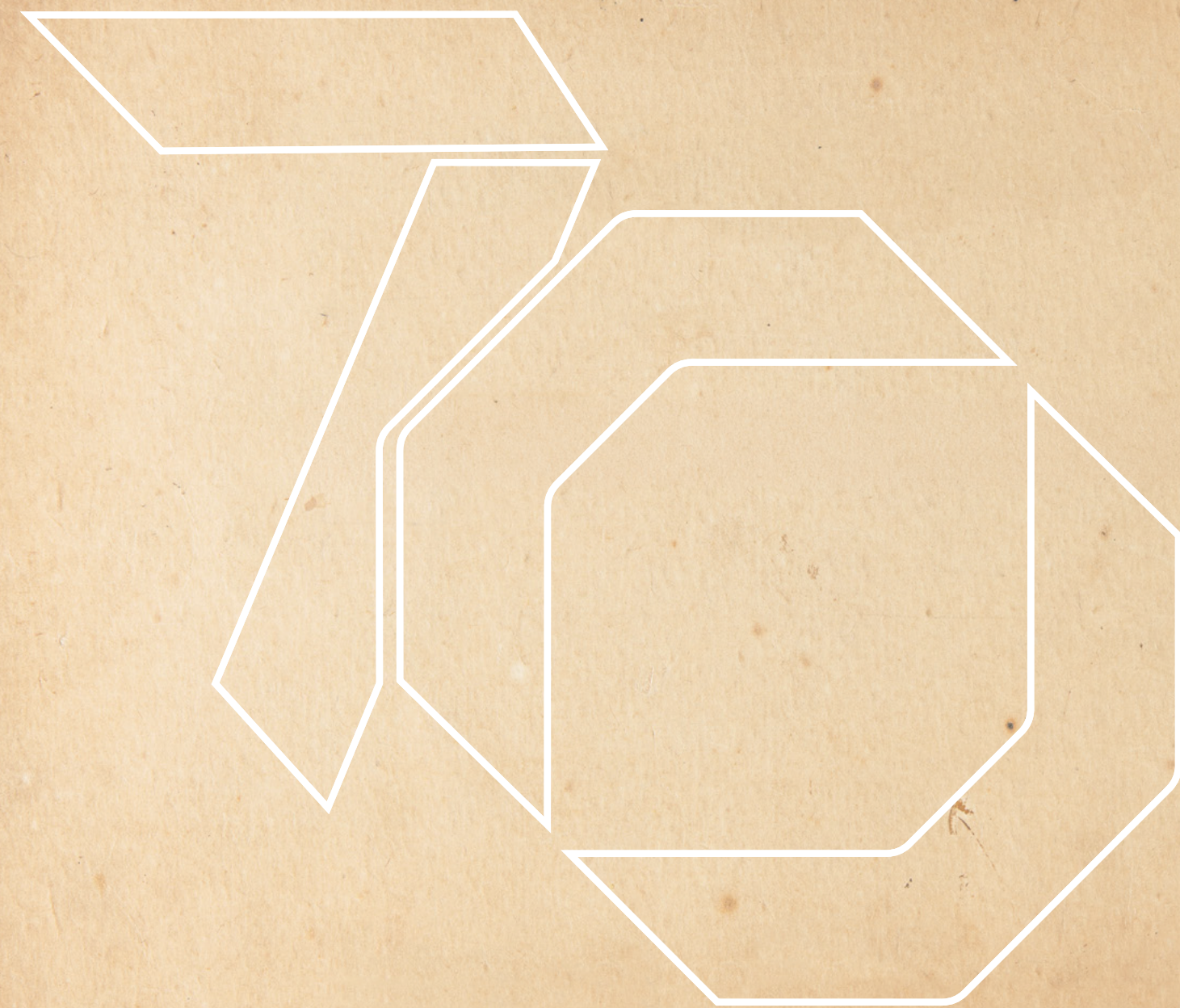
building an increasingly solid organization, prepared to grow consistently and sustainably.

As we celebrate our 70th anniversary, we reaffirm our conviction that the most important results are those achieved responsibly, with integrity, and with respect for people and the environment.

Our purpose remains the same: to transform lives, care for nature, and shape the future. It is this purpose that guides the decisions we make, strengthens the culture that guides us, and inspires us to continue writing the next chapters in Ibema’s history.

Enjoy your reading!





Highlights 2025

Celebrating Ibema’s 70-Year History



As one of the largest manufacturers of cardboard in Brazil and Latin America, Ibema celebrated its 70th anniversary in 2025. The result of a legacy founded by the Gomes Napoli and Maia families, the company grew from small family businesses in Paraná and has become a benchmark for innovation, sustainability, and corporate governance in the industry.

Ethics and Integrity



Update of the Code of Conduct, making adherence mandatory for employees and suppliers, strengthening ethical and integrity standards throughout the value chain.

Digital Transformation



- Implementation of the Trimble Edge system at the Turvo and Embu das Artes plants, contributing to the operational efficiency of the company’s production units;
- Consolidation of BTs (Business Technology) – advancing the digitization agenda structured starting in 2024 – with the goal of accelerating the improvement of processes and systems, expanding automation, and ensuring an integrated and reliable database.

Ibema Florestal

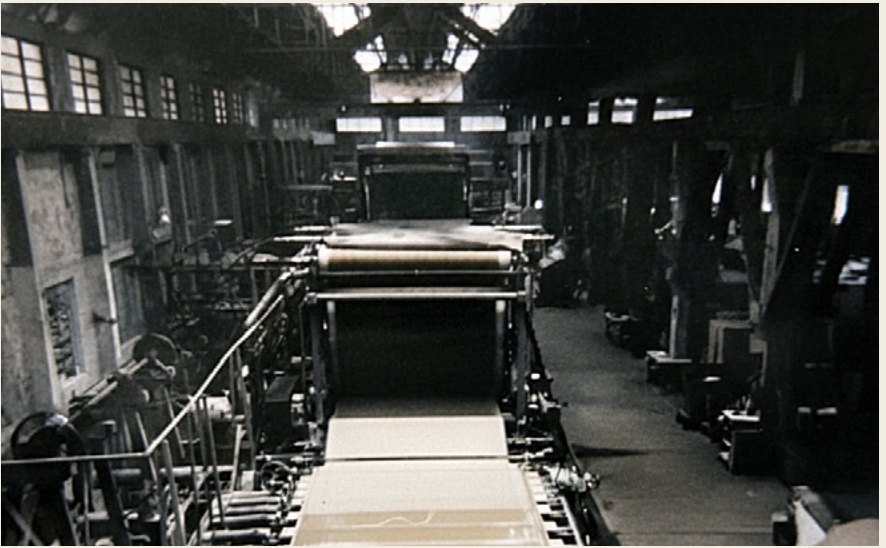


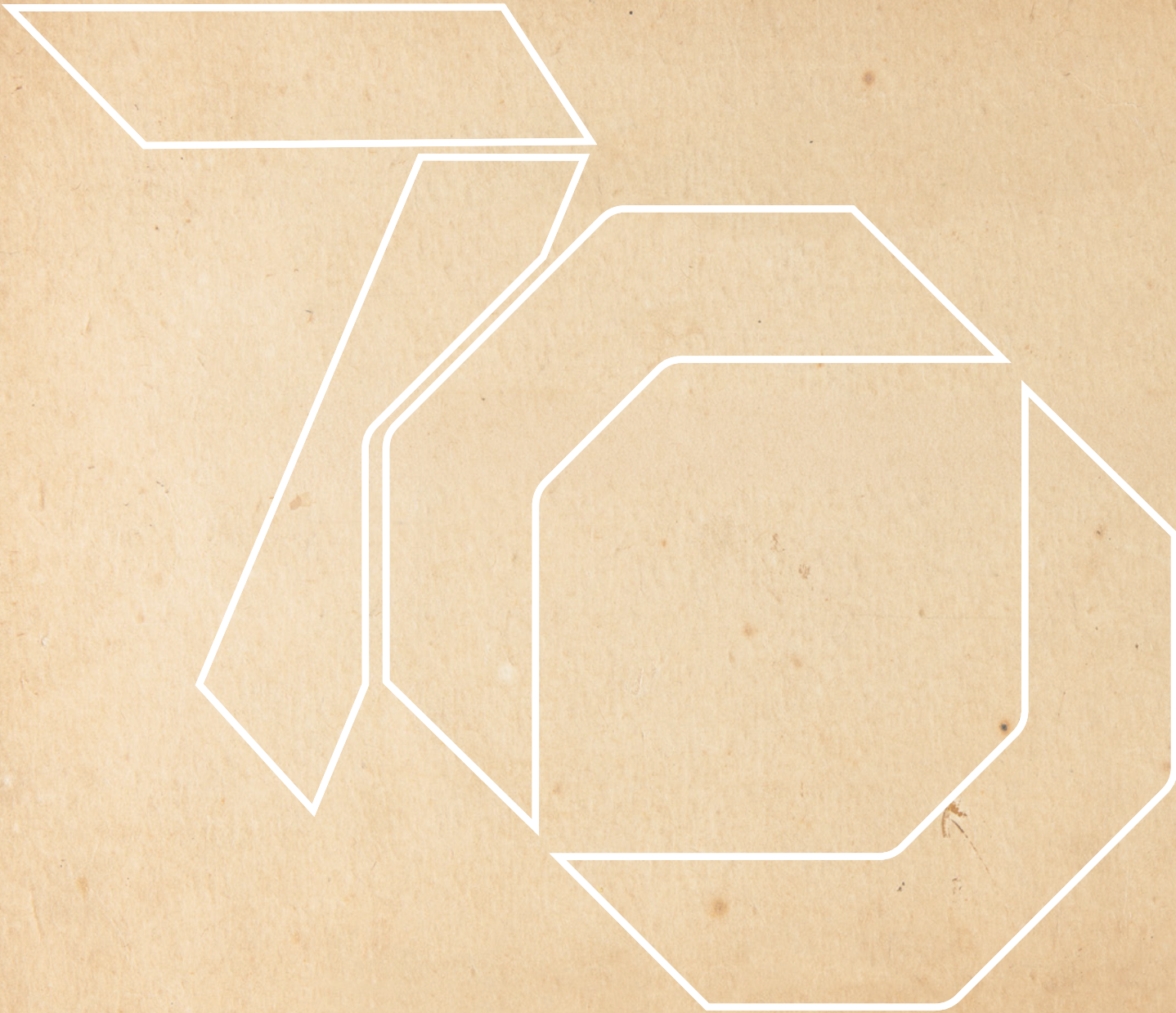
In 2025, record growth was achieved in its forests, reflecting advances in the sustainable management of forest assets and in the productivity of planted areas.

Recognitions and Awards



- In 2025, for the third consecutive year, Ibema was included in Exame magazine’s “Best and Biggest” ranking, solidifying its position among the country’s 1,000 largest companies by revenue and in the Top 3 of the Pulp and Paper category ;
- Gold Seal in the FGV Public Emissions Registry;
- 3rd place in Exame magazine’s “Best and Biggest” ranking;
- Major Packaging Cases – Award-winning project: “Meninas; Superpoderosas” line by Quem Disse Berenice? – Packaged with Supera White cardboard;
- Grade A in the Paraná Climate Seal.





Ibema

Founded in 1955 and structured as a privately held corporation, Ibema – Companhia Brasileira de Papel has established itself as one of the leading manufacturers of cardboard for packaging in Brazil. Its administrative headquarters are located in Curitiba (PR), Sete Setembro Avenue, in the Água Verde neighborhood.

The company’s ownership structure consists of Ibemapar Participações S.A., a holding company owned by the founding Gomes Napoli families, and Suzano Papel e Celulose, which joined the shareholder base in 2016. Strategic business management is carried out by a Statutory Executive Board and a Board of Directors, whose members are appointed by the shareholders, in line with the corporate governance principles adopted by the company.

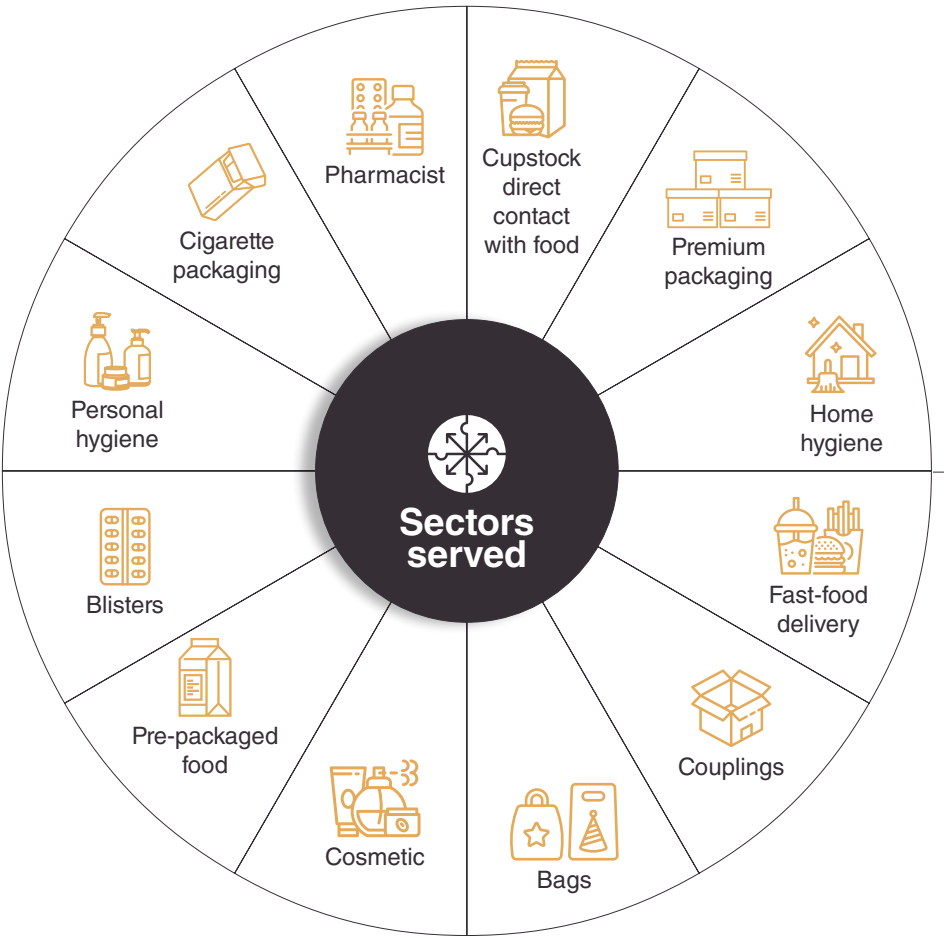
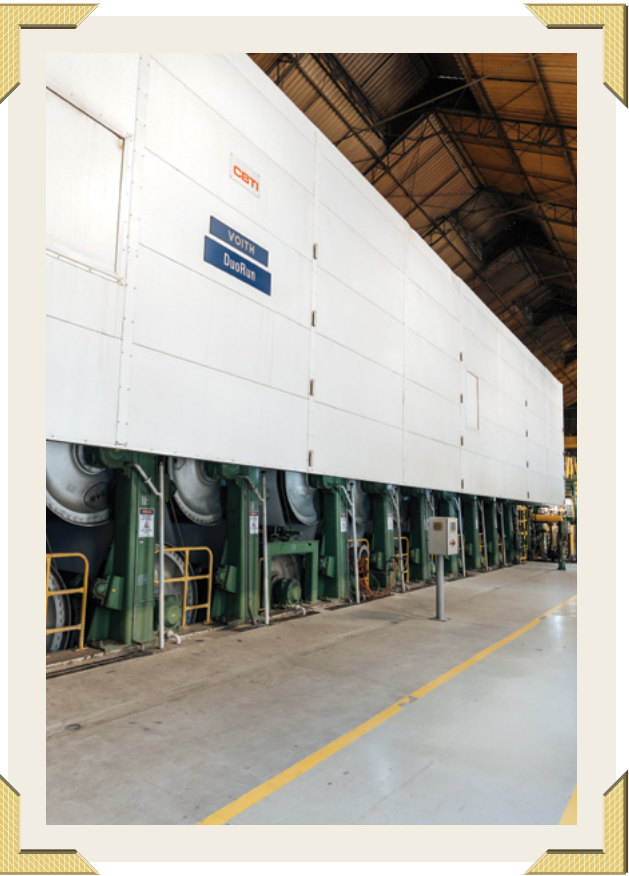
In 2025, Ibema maintained its operations in Brazil and Argentina and expanded its commercial presence in international markets, serving destinations such as South Africa, Bolivia, Colombia, Spain, England, Ireland, Italy, Paraguay, Puerto Rico, Portugal, Uruguay, and Zimbabwe, thereby strengthening the expansion of its global reach. During the same period, the office in the United States remained in operation until April, when its activities were discontinued.

To ensure its operations, the company maintains a supply chain consisting mainly of suppliers of pulp, wood, chemicals, and wood chips—essential inputs for the manufacture of cardboard. In addition to these

direct materials, Ibema relies on partners responsible for supplying indirect materials and services that support the continuity of industrial activities. .

In the next stage of the value chain, printing companies, distributors, and traders play a key role in the marketing of cardboard. In line with the transformations in the packaging sector, Ibema is committed to developing

initiatives aimed at reducing the use of plastics, promoting alternatives based on renewable fibers. As part of this commitment, the company maintains institutional partnerships focused on environmental awareness, including collaboration with the Voz dos Oceanos movement, an initiative that raises awareness about marine pollution and encourages business practices aligned with the preservation of ecosystems.



Most of these suppliers are concentrated in the Southeast and South regions of Brazil, especially in the states of São Paulo and Paraná, where the company’s main manufacturing facilities are also located

70 Year History

Ibema's History: Strategic Vision, Transformative Decisions, and Value Creation

Ibema's history parallels the industrialization of Paraná and reflects the ability of visionary entrepreneurs to transform natural resources, technical knowledge, and social commitment into sustainable development. Since its origins in the 1950s and 1960s, the company has built its legacy on strategic decisions, a long-term vision, and a consistent relationship with the communities where it operates.

The context of a Paraná in transition, still heavily tied to extractive activities but moving toward industrialization, was pivotal to the emergence of two independent business trajectories, from the Gomes Napoli and Maia families, which would later converge to form Ibema.

From Timber Origins to an Integrated Industrial Base

The Gomes Napoli family began its commercial activities as early as the 1930s, developing an entrepreneurial culture marked by discipline, an eye for opportunities, and the ability to adapt. In the 1960s, a strategic partnership paved the way for entry into the timber sector, enabling the acquisition of forest areas and the

establishment of the first industrial operations—the embryo of the future Ibema.

At the same time, the Maia family was consolidating its presence in the timber sector with the founding, in 1955, of Indústria de Madeiras Pouzinhos S.A. in Turvo (PR), specializing in laminates and plywood. The choice of location combined abundant forest resources with logistical advantages during a period of strong urban growth and construction in Brazil.

These developments occurred in line with the developmentalist environment of the 1950s and 1960s, which encouraged industrial and infrastructure investments. From this early period onward, decisions were guided by a precise understanding of the market, a willingness to invest, and a structured vision for growth.

Regional Development and Social Commitment

From its earliest years, Ibema's operations extended beyond the factory gates. Establishing operations

in regions far from major urban centers required investments in basic infrastructure, such as energy, water, housing, and essential services. This commitment led to the formation of a structured urban center, culminating in the official creation of the District of Ibema in 1966.

Even before the modern concept of corporate sustainability was established, the company was already playing an active role in regional development, job creation, and improving quality of life, establishing a model of integrated growth between industry and the community.

The strategic decision to focus on paperboard

The 1960s marked a decisive turning point with the recognition of the potential of the paper and cardboard industry in Brazil. The decision to gradually transition from the traditional timber sector to the production of paper and cardboard was the result of a long-term strategic analysis focused on value creation, diversification, and greater business resilience.

In 1975, the acquisition of a cardboard factory consolidated this strategy and definitively unified the trajectories of the Gomes Napoli and Maia families. The change allowed for better utilization of forest resources, expanded operating margins, and positioned Ibema in a segment with high growth potential.

Complementary investments, such as the construction of its own power plant, reinforced operational efficiency and safety, anticipating practices that would become fundamental to industrial competitiveness in the following decades.

Corporate Convergence and Strengthening of the Business Model

The formal union of the families in 1975 consolidated a corporate structure based on complementary skills and aligned values. From that point on, Ibema began operating as an integrated industrial platform, prepared to face more demanding markets and adverse economic cycles.



The first 25 years established foundations that remain to this day: a long-term vision, production efficiency, social and environmental responsibility, and the understanding that corporate value is also measured by the positive impact generated for society.

Machine 3: Modernization, Risk, and Learning

The early 2000s brought one of the most challenging macroeconomic contexts in the country’s recent history, marked by high inflation, high interest rates, and significant uncertainty. Even so, Ibema made a bold decision: to invest in modernizing its production capacity through the acquisition of the third cardboard machine.

Until then, production had relied heavily on manual processes and the empirical knowledge of operators, with clear limitations in scale and productivity. The new machine represented a significant technological leap, introducing automation, digital control, and substantial gains in efficiency and quality. Its commissioning in 2003 marked a new industrial milestone for the company.

However, the substantial investment made in an unfavorable economic environment, coupled with execution challenges, resulted in a level of debt that restricted Ibema’s growth capacity for an extended period. Despite this, Machine 3 maintained consistent

industrial performance, raised technological standards, and boosted the technical skills of the teams.

This experience provided foundational lessons, especially regarding the importance of governance, financial discipline, and rigor in project execution. Máquina 3 became a symbol of resilience and organizational maturity, reinforcing competencies that remain present in the company to this day.

The Partnership with Suzano: Governance and a New Growth Cycle

In the mid-2010s, faced with high debt and financial constraints, Ibema sought a structural solution to ensure its sustainability. It was in this context that the partnership with Suzano, one of the world’s largest companies in the pulp and paper sector, was established.

Formalized in 2016, the partnership preserved Ibema’s family control while bringing in a strategic partner with capital, technical expertise, and advanced governance practices. Suzano’s entry restored the company’s financial credibility, enabled debt restructuring, and introduced greater management discipline and operational efficiency, in addition to the incorporation of the Embu das Artes plant into Ibema.

The effects were immediate: recovery of cash flow, resumption of investments, strengthening of corporate governance, and elevation of operational standards. There were also strategic gains, such as production specialization, portfolio diversification, and expanded market access, all while maintaining Ibema’s identity and values.

More than just a response to the crisis, the partnership represented the building of a new corporate identity—one that is more professional, resilient, and prepared for sustainable growth.

A company Prepared for the Future

The results of this transformation confirm the soundness of the path taken. Ibema now operates with greater efficiency, predictability, and the ability to adapt to complex economic scenarios. The journey that began with the boldness of Machine 3 and matured through the strategic partnership has consolidated a clear vision: sustainable growth requires a long-term perspective, governance, discipline, and continuous learning.

This combination of history, strategy, and evolution positions Ibema as a company prepared for the future, capable of transforming complex decisions into lasting value for its business, for people, and for society.

On November 13, 2025, Ibema celebrated its 70th anniversary at an event held at Boulevard JK in São Paulo, bringing together employees, customers, and business partners for a memorable occasion of connection, recognition, and celebration of the journey built over seven decades. The celebration reinforced the values that have guided the company since its

founding, highlighting Ibema’s ability to grow, reinvent itself, overcome adversity, and turn challenges into opportunities throughout its history.

The program featured special presentations that added even more meaning and celebration to the gathering.

The event also marked the launch of a commemorative 70th-anniversary book and an institutional documentary, productions that chronicled the company’s journey, highlighting key moments, achievements, and the stories of employees who have contributed to building Ibema over time.





About the Report

General Information

GRI 2-1, 2-2, 2-3, 2-4

Celebrating its 70th anniversary, Ibema – Companhia Brasileira de Papel publishes, in 2025, the fifth edition of its Sustainability Report, prepared in accordance with the Global Reporting Initiative (GRI) Standards and incorporating indicators from the Sustainability Accounting Standards Board (SASB). The document presents the company’s economic, environmental, social, and governance performance for the period from January 1 to December 31, 2025, with no significant structural changes compared to the previous fiscal year.

The report compiles the main sustainability initiatives and practices developed by Ibema throughout its history in the paper and cardboard sector, highlighting advances in corporate governance, environmental management, industrial efficiency, and social responsibility. The publication aims to increase transparency regarding the company’s management and results, contributing to dialogue with its various stakeholders.



Suggestions, comments, or questions regarding the content of this report may be directed to:

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Definition of Materiality

GRI 3-1, 3-2

In 2025, Ibema updated its materiality matrix in accordance with the Global Reporting Initiative (GRI) Standards, with the aim of identifying and prioritizing the issues that represent the most significant positive and negative impacts of its activities on the economy, the environment, and people. The process was designed to support both the preparation of the Sustainability Report and the improvement of strategic management of ESG issues – an acronym for Environmental, Social, and Governance – within the company.

The definition of material issues followed the guidelines of GRI 3 – Material Issues (2021), adopting the concept of impact materiality, which considers the actual and potential effects of the organization’s operations on society and the environment. The analysis was conducted with the support of a specialized consulting firm, using a structured information-gathering system that took into account Ibema’s organizational context, its history, and the specific characteristics of the paper and paperboard sector.

The process included the preliminary identification of topics relevant to the sector, the definition of participating strategic audiences, and the conduct of a stakeholder survey to assess the relevance of impacts associated

with the company’s activities. The analyzed topics were organized into three pillars: ESG, and broken down into 21 issues, which were subsequently evaluated and prioritized according to the degree of relevance assigned by participants.

The responses collected were consolidated using a methodology aligned with GRI Standards 1 – Fundamentals and GRI 3 – Material Topics, enabling the prioritization of the most relevant issues. As a result, eight topics were classified as priority material topics, subsequently analyzed and validated by the company’s senior leadership, ensuring alignment between stakeholder expectations and the business strategy.

Among the prioritized themes, the Governance pillar highlights ethics, integrity, and compliance in corporate practices, as well as risk management and business resilience. In the Social pillar, continuous training and education were identified as priorities, as well as employee well-being, safety, and mental health. In the Environmental pillar, environmental protection and forest conservation, the use of responsibly sourced and certified wood, recycling and the strengthening of the circular economy, as well as water management, were prioritized.

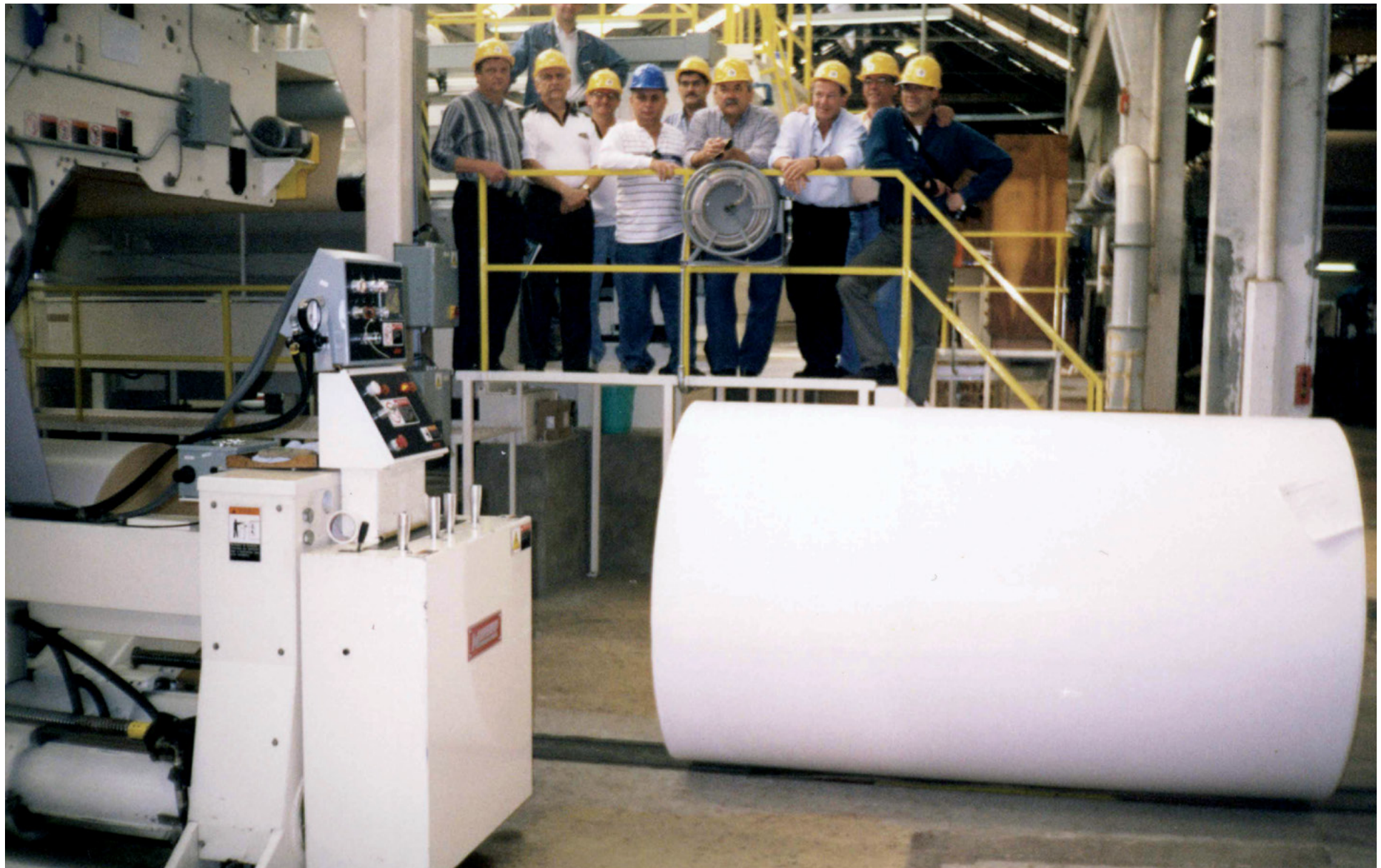
The process involved the participation of various stakeholders, including customers and brand owners, Ibema employees, communities surrounding the factories, suppliers, financial institutions, commercial representatives, and the company’s senior leadership, ensuring a comprehensive view of the organization’s impacts and priorities.

Previous Materiality

- Water and wastewater management;
- Employee well-being, health, and safety;
- Equal opportunity, diversity, and inclusion;
- Compliance, Ethical Conduct, and Integrity;
- Economic Performance;
- Circular Economy.

Updated Materiality – 2025

- Ethics, integrity, and compliance in all practices ;
- Corporate Risk Management and Business Resilience;
- Continuous training and education;
- Employee well-being, safety, and mental health;
- Environmental protection and forestconservation;
- Responsibly sourced and certified wood;
- Recycling and strengthening the circular economy;
- Water and wastewater management.



Governance Management

Governance Structure and Its Composition

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-17, 2-18, 2-19, 2-20, 2-23, 2-24, 2-28

Strategy and Management

GRI 2-23, 2-24

For 70 years, Ibema has conducted its operations based on principles of ethics, integrity, and corporate responsibility, formalized in its Code of Ethics and Conduct. The document establishes guidelines that direct the actions of board members, shareholders, executives, employees, suppliers, and business partners, ensuring that business relationships are guided by transparency, respect, and compliance with current legislation.

The company positions itself as a strategic partner in sustainable cardboard solutions, combining innovation, flexibility, and technical and business expertise to drive the success of its customers and the entire supply chain.



Purpose



- We Transform Lives;
- We Care for Nature;
- We Package the Future.

Guiding Principles of Ibema's Way of Being and Doing



- Safety always comes first;
- Our success: being the customer's best choice;
- Leave it to us; we exceed expectations;
- Straight talk and an open heart;
- One Ibema.

The Code of Ethics and Conduct establishes standards of conduct that prohibit practices such as corruption, fraud, bribery, harassment, discrimination, and any behavior incompatible with the company's values. It also provides guidance on preventing conflicts of interest, respecting human rights, and promoting a safe, inclusive work environment based on dignified and equal treatment. Among the commitments undertaken are the fight against child labor and slave-like labor, compliance with labor laws, and respect for personal data protection regulations.

The Code's guidelines are aligned with key regulatory frameworks, including Law No. 12,846/2013 (Anti-Corruption Law), Law No. 12,529/2011 (Antitrust Law), Law No. 8,429/1992 (Administrative Impropriety Law), Law No. 8,666/1993 (Public Bidding Law), Law No. 9,613/1998 (Money Laundering Law), as well as labor legislation and the Brazilian Penal Code. This document is part of Ibema's Integrity Program and is approved by the Ethics and Conduct Committee, the Executive Board, and the Board of Directors.

To ensure the application of these guidelines throughout the value chain, the company adopts structured due diligence processes for the evaluation and monitoring of third parties, including analyses of integrity, legal and tax compliance, as well as socio-environmental

and governance risks. Management of the Code and associated policies is led by the Corporate Governance and Compliance department, which is also responsible for providing training, communication initiatives, and technical opinions focused on corruption prevention, fair competition, anti-money laundering, and personal data protection.

The policies that complement the Integrity Program include, among others, the Anti-Corruption Policy, Supplier Policy, Competition Policy, Conflict of Interest Policy, and guidelines associated with the Code of Conduct itself. These commitments are publicly available on Ibema’s corporate website and are presented to employees during the onboarding process, when they formally acknowledge the document.

As a mechanism for monitoring and addressing potential misconduct, the company maintains an Ethics and Conduct Hotline, available 24 hours a day, seven days a week, which allows for the submission of anonymous reports via the [website](#), or by phone. All reports are treated with confidentiality and impartiality and are analyzed for the potential implementation of corrective or disciplinary measures.

In 2025, Ibema continued initiatives aimed at strengthening a culture of integrity and compliance. Notable among the actions taken are the internal communications “Seeds of Compliance,” which address topics related to business ethics, integrity, and data protection, as well as communications regarding the General Data Protection Law (LGPD) and the series “Unveiling Internal Controls,” aimed at raising awareness

about the importance of corporate controls in mitigating risks and ensuring compliance with internal processes.

These initiatives reinforce the company’s commitment to consolidating sound corporate governance practices and integrating compliance principles into the day-to-day operations and business relationships

Governance Structure and Its Composition

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-17, 2-18

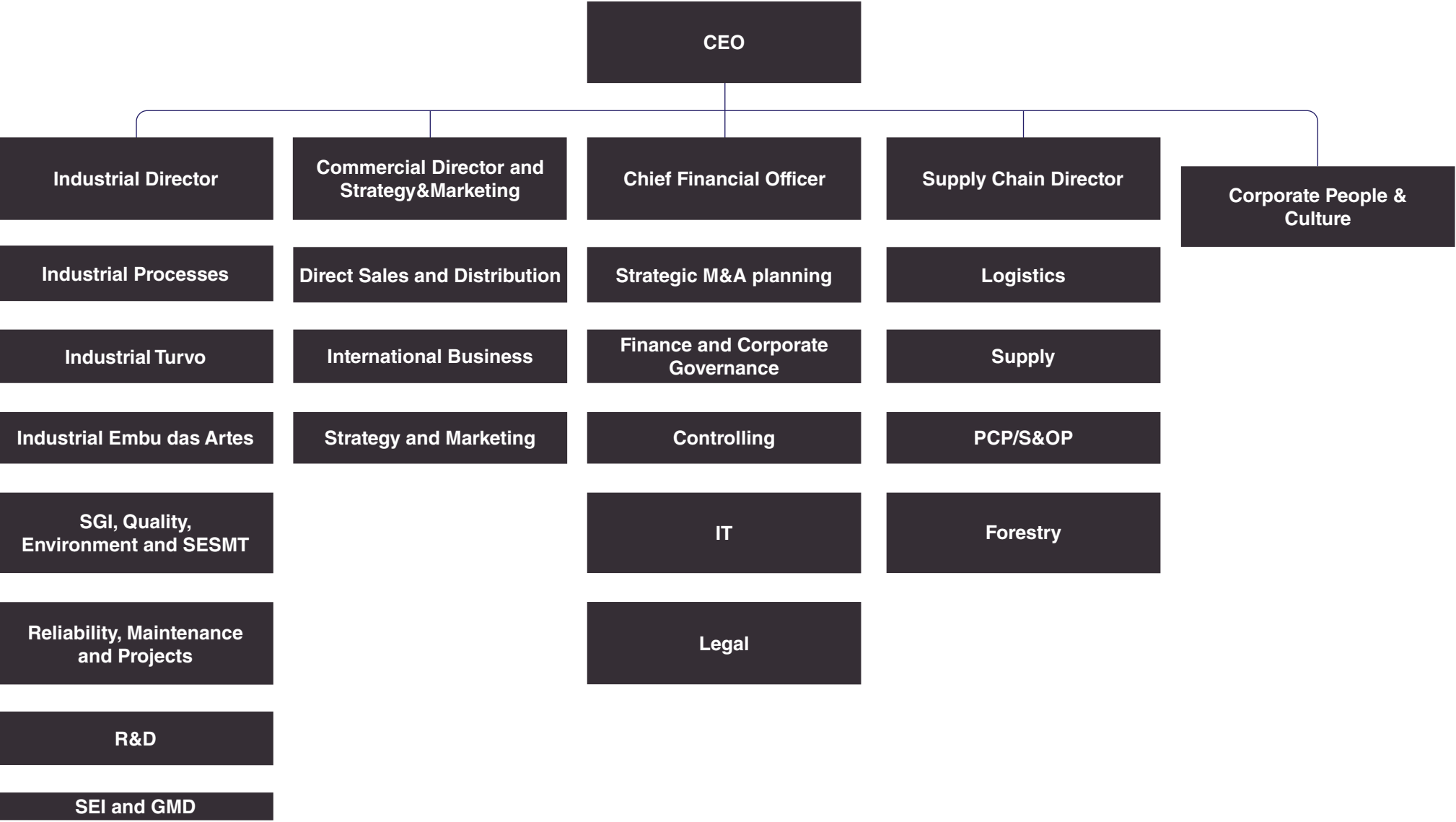
Ibema’s executive structure consists of the Executive Board, led by Chief Executive Officer (CEO) Nilton Saraiva and comprising the Commercial, Financial/ Administrative, Industrial, and Supply Chain Divisions. This group is responsible for conducting operations and implementing the company’s strategic guidelines .



The Chief Executive Officer is responsible for coordinating the executive team, leading the strategic planning process, and reporting to the Board of Directors on the company’s performance and results. The Executive Board is responsible for managing corporate affairs and executing the decisions necessary for business administration, while respecting the powers assigned to the General Meeting and the Board of Directors as provided by law, the bylaws, and the Shareholders’ Agreement.

In the exercise of their duties, members of the Executive Board also integrate the management of environmental and social impacts into the organization’s strategic planning, ensuring that these aspects are considered in the conduct of operations.

Organizational Chart



Board of Directors

GRI 2-9, 2-11, 2-12, 2-14, 2-17, 2-18

The Board of Directors is Ibema’s highest governance body, responsible for guiding corporate strategy and ensuring the economic and financial sustainability of the business, with a focus on value creation and the continuity of operations. The Board consists of four members, appointed on an equitable basis by the shareholders, with a two-year term, including one independent director. The chairmanship is held by a representative of the founding family, who also chairs the company’s largest shareholder and is not part of executive management.

The Board is responsible for defining strategic guidelines and monitoring the performance of senior leadership, including the formal evaluation of the Executive Board and the Chief Executive Officer (CEO). Among its duties are deliberating on investments, expansion projects, and the annual budget, as well as decisions regarding the incorporation, acquisition, or divestiture of companies, corporate risk and financial management, and dividend distribution policy.

Performance monitoring takes place through monthly meetings, during which financial results, targets, and strategic indicators are analyzed. Special meetings may be convened to address specific topics, such as capital expenditures (CAPEX) and strategic initiatives. The Board also receives periodic reports from executive management containing financial and operational information.

The executive structure is led by the Chief Executive Officer (CEO), who is responsible for coordinating the Commercial, Administrative-Financial, Industrial, and Supply Chain departments. The Executive Board conducts corporate activities and implements strategic decisions in accordance with the powers defined by the General Meeting, the Board of Directors, the Bylaws, and the Shareholders’ Agreement. In the exercise of its functions, it monitors the environmental and social impacts of operations, integrating these dimensions into strategic planning.

Annually, the Board evaluates the corporate budget and the investment portfolio, considering criteria such as risk mitigation, legal compliance, competitiveness, operational efficiency, and asset maintenance. In this process, it also reviews the strategic guidelines and investments classified as priorities. The Board also conducts a formal evaluation of its own performance and that of the Executive Board, with the aim of improving governance and strengthening the effectiveness of its duties.

Role of Leadership in the Sustainability Strategy

GRI 2-14, 2-17

The preparation of Ibema’s Sustainability Report, aligned with the Global Reporting Initiative (GRI) Standards, is overseen by the Executive Board and culminates in formal approval by senior leadership. Final validation of the report and authorization for its publication are assigned to the Chief Executive Officer, appointed by the Board of Directors. Throughout the preparation cycle, information and indicators relevant to the business are shared with the Board, in accordance with the regular meeting schedule, ensuring transparency and alignment between executive management and the highest governance body.

Ibema’s sustainability strategy is led by the Executive Board and supervised by the Board of Directors. In this context, the ESG pillar acts as a facilitator for integrating these principles into the company’s management, promoting periodic meetings with the Executive Board to track progress on sustainability goals and commitments, monitor compliance with public commitments, and evaluate strategic issues that may influence corporate decisions.

Ibema’s commitment to environmental, social, and governance dimensions is embedded in the organization’s culture and values. In 2025, the company reaffirmed this agenda by supporting initiatives aimed

at addressing climate change and promoting practices aligned with sustainability and social principles

Appointment and Selection of Senior Leadership

GRI 2-10

The selection of senior leadership members takes into account criteria related to the diversity of experiences, knowledge, and professional profiles, including different educational backgrounds, career paths, and perspectives, with the aim of broadening the range of viewpoints in the decision-making process. The performance of governance members is monitored annually through formal evaluations, the results of which are reported to the Board of Directors, the committees, and the Executive Board.

The Board of Directors consists of four members, appointed equally by the company’s shareholders. Two directors are appointed by Ibemapar, while the other two are appointed by Suzano. The election and any removal of directors are carried out by the General Shareholders’ Meeting, with two-year terms and the possibility of reelection. The chairmanship of the Board alternates between the shareholders for each term.

In the event of permanent incapacity, resignation, or removal of a board member, a General Meeting is convened for the nomination and election of a new member by the respective shareholder. In cases of temporary absence of less than 30 days, the board member may designate another member of the board to represent them at meetings.

The selection of Board members considers alignment with Ibema’s values and culture, as well as criteria of integrity, academic background, and professional experience compatible with the company’s challenges. The Board’s composition also seeks to bring together competencies relevant to the organization’s strategy and management of its impacts, including knowledge of the paper and packaging sector, understanding of market trends, and experience in governance and sustainability. Currently, the Board has one independent member, whose role helps to enhance transparency and provide an external and impartial perspective to strategic discussions.

Advisory Committees

The Board of Directors is supported by strategic committees that delve deeper into and oversee material issues related to the company’s strategy, governance, and sustainability.

The sustainability and ESG agenda serves as a facilitator for integrating these principles into Ibema’s strategy.

Circular Economy Committee

Composed of representatives from various areas, this committee’s primary objective is to consolidate the circular economy as a central pillar of Ibema’s organizational culture, ensuring that sustainability practices are effectively integrated into the company’s strategy and business decisions. Its work plays a strategic role in monitoring indicators, targets, and projects related to the circular economy, ensuring that operations align with the company’s strategic direction and strengthening partnerships with suppliers and customers to develop solutions with a lower environmental impact.

Ethics and Conduct Committee

Composed of representatives from the People and Culture, Legal, and Corporate Governance departments, as well as the Administrative and Financial Executive Board, responsible for monitoring and supporting actions to ensure the effectiveness of the Integrity Program, as well as deliberating on matters covered by the Code of Conduct and the Ethics Channel, ensuring compliance with internal policies, monitoring processes and promoting training, capacity-building, and communication initiatives to maintain the company’s culture of integrity and legal compliance.

Risk Committee

The purpose of this committee is to analyze and approve investments aimed at risk reduction. The company reviews its risk portfolio, classifying risks in its risk matrix, which enables the committee to decide which investments will be made in the coming year. The committee meets once a year and is composed of the company’s Executive Board, with support from the Corporate Governance department.

Financial Management Committee

The main objectives of this committee are to analyze actual and projected financial performance, oversee compliance with policies, manage treasury risks and contractua s (covenants), and deliberate on economic and financial matters. It is composed of the Chief Financial Officer, controllership and finance managers, and the treasurer’s advisory team. The committee meets monthly and quarterly and reports on compliance with treasury policies to the shareholder’s Treasury Management.

People Committee

The People Management Committee plays a crucial role in strategic areas such as Performance Evaluation, Development and Compensation Strategy, Succession Planning, Organizational Culture, and Safety. Composed of leaders from Ibema and Suzano, the committee meets quarterly to align the company’s needs and make strategic decisions.

Its work is essential to strengthening the organizational culture by implementing actions that promote the company’s sustainable growth. The committee focuses on conducting comprehensive performance evaluations, developing strategies for professional growth, establishing fair compensation policies, planning for leadership succession, fostering a corporate culture aligned with the company’s guiding principles and purposes, and promoting safety in the workplace.

Strategic Committee

Created in 2021, it brings together the Board of Directors, CEO, and CFO every two months to discuss strategic investments and the company’s direction.

Ibema SEI (Ibema Excellence System) Steering Committee

The committee’s main objective is to drive continuous improvements across all areas of the company, applying specific methods to minimize losses and achieve operational excellence. The WCOM methodology is adopted as a management system and methodological framework, with the purpose of promoting the evolution and improvement of operational indicators, increasing efficiency and reducing losses through a standardized system. The Steering Committee is composed of the CEO, other executives, and managers of key areas, and meets monthly to monitor processes.

SESMT Committee

In 2025, the SESMT Committee underwent a redesign, shifting its focus to monitoring results related to the closure of safety tags and the conduct of Daily Safety Dialogues (DDS). At the monthly meetings, which feature the active participation of SESMT members, the Executive Board, and Ibema managers, the coordinators present the number of safety tags closed during the period, as well as the number of DDS conducted that month, reinforcing the active management of safety indicators and the ongoing commitment to risk prevention.

Forestry Committee

Composed of the Forestry Executive Board, the Procurement and Cost departments, and a partner company responsible for field silviculture activities, the Forestry Committee aims to monitor the performance of forestry operations and support strategic decisions related to the planning, implementation, maintenance, and harvesting of the company’s forest assets.

Value Projects Committee

The committee meets monthly to monitor CAPEX progress – that is, to track financial performance, analyze the project pipeline, assess the savings generated by completed projects, and review proposals for new investments – ensuring that the year’s expected results are achieved. Following the management segment, each project leader presents a progress report, highlighting the main achievements of the past month, next steps, physical and financial progress, and identifying risks or critical issues in the projects. This committee also serves as a collaborative forum, with the participation of the CEO, directors, managers, and project leaders.

Chemicals Committee

The Chemicals Committee plays a key role in managing and coordinating all activities related to the use, handling, and disposal of chemicals within the company. Its primary objective is to ensure that all operations involving chemical substances are conducted safely, efficiently, and in compliance with current regulations. The areas involved in this committee include safety, processes, environment, quality, and logistics, in addition to the chemical safety officer at each unit. The committee meets monthly.

Remuneration
GRI 2-19, 2-20

Ibema's compensation structure consists of fixed and variable compensation, aligned with the company's strategic guidelines and market practices. Fixed compensation corresponds to the monthly base salary, while variable compensation includes various incentive mechanisms linked to individual and collective performance, as well as business results. The guidelines for variable compensation are formalized in the following policies:

- **PPR (Profit-Sharing Program):** Defined according to financial and performance targets, established annually between Management and the Board of Directors;
- **Commissions and Bonuses:** Defined according to commercial targets;
- **Bonuses:** Intended for managers and directors, defined based on financial and performance targets;
- **Union Allowances:** Extraordinary Allowance (fixed annual amount) and Shift Allowance (defined for those working specific shifts);
- **ILP (Long-Term Incentive):** Designed for executives, with values based on phantom shares or fixed bonus amounts, and performance measured in agreed-upon cycles every three years.

Compensation guidelines are defined by an internal committee composed of leaders from the People & Culture areas, managers, and directors, and are

reviewed in periodic meetings with the Executive Board and the Board of Directors. The job and salary plan is monitored monthly, with support from specialized external consultants. Policies are disclosed according to their nature, including collective bargaining agreements ratified with the union and internal guidelines applicable to management levels. The company does not adopt clawback practices or private pension plans, and termination processes fully comply with current labor legislation, without differentiation between positions.

Industry Associations
GRI 2-28

Ibema maintains active participation in industry associations, contributing through projects, technical committees, and governance bodies of these entities.

- Ibá – Brazilian Tree Industry;
- Abigraf – Brazilian Graphic Industry Association;
- ABRE – Brazilian Packaging Association;
- ABTCP – Brazilian Technical Association of Pulp and Paper;
- FIEP – Federation of Industries of the State of Paraná;
- Sinpapel – Union of Paper, Pulp, and Wood Pulp Industries for Paper and Cardboard;
- Two Sides;
- Packaging Institute;
- Empapel – Brazilian Association of Paper Packaging.



Ethics, Integrity, and Compliance in All Practices

GRI 3-3, 2-15, 2-16, 2-26, 205-1, 205-2, 205-3, 206-1

Ibema has been continuously working to improve its Integrity Program, recognizing the value that an integrity system brings to the company's corporate governance management. As a result, in 2025 we continued to build the pillars of the program through communications, training, policy review and development, as well as mechanisms for maintaining and implementing internal controls and formal guidelines, aimed at ensuring legal compliance and promoting an organizational culture grounded in the principles and values of ethics and integrity. In this context, the company maintains active management of its risk portfolio, encompassing a matrix of: Enterprise Risk Management (ERM), Internal Controls, and Compliance, with ongoing action plans and systematic monitoring.

The program's framework consists of documents such as the Code of Conduct, as well as policies on Anti-Corruption, Conflict of Interest, Suppliers, and Competition, in addition to formal declarations regarding family relationships and confidentiality. These guidelines apply to all stakeholders and are complemented

by initiatives that reinforce the dissemination of a culture of integrity, always with the support of senior leadership. We highlight that, since 2024, the company has strengthened its internal controls culture and methodology, recognizing their role as the second line of defense and supporting and guiding operational areas, with the aim of enhancing the organization's security. In 2025, the Internal Controls department implemented several indicators that assist in detecting potential deviations, monitoring relevant risks through structured action plans, reinforcing the effectiveness of controls and adherence to internal standards and processes, with agile and effective remedial actions.

Conflicts of Interest
GRI 2-15

With regard to the prevention of conflicts of interest, Ibema adopts clear guidelines set forth in its Code of Conduct and the company's Conflict of Interest Policy, applicable to all employees, board members, third parties, and suppliers. In accordance with the guidelines

established by Ibema, any actual or potential situations must be reported to the governance department, which analyzes the matter based on formal criteria and, depending on the severity, refers it to the Ethics and Conduct Committee for deliberation.

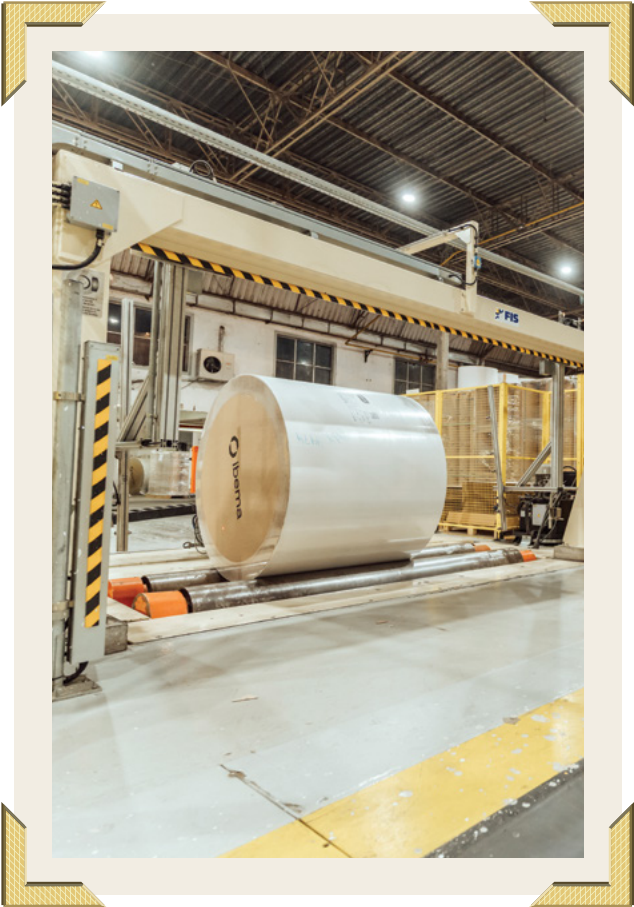
Senior management monitors and evaluates potential conflict situations through periodic indicators. All decisions are formalized and communicated to those involved, and reassessed when necessary.

Risk Management
GRI 2-16, 2-26

In 2025, Ibema reinforced its compliance culture through training sessions to disseminate the updated New Code of Conduct, acceptance of which also became mandatory for suppliers. During this period, 78% of employees received training on topics related to combating corruption, including some outsourced employees who also formalized their adherence to the Code by signing and receiving a copy of the Code of Conduct.

The dissemination effort was also present in internal communications identified as “Seeds of Compliance,” addressing important topics such as discrimination, harassment, financial integrity, and others.

In line with its commitment to integrity, Ibema recorded no confirmed cases of corruption in 2025, maintaining preventive practices and continuous monitoring on the subject.



Communication and Training on Anti-Corruption Practices

GRI 205-1, 205-2, 205-3

In 2025, Ibema reinforced the dissemination of a compliance culture through training, internal communications – such as the “Seeds of Compliance” program – and an update to the Code of Conduct, acceptance of which became mandatory for suppliers and employees. During the period, 78% of employees received training on topics related to combating corruption, including

some outsourced employees who also formally agreed to adhere to the Code through a dedicated platform.

In line with its commitment to integrity, Ibema recorded no confirmed cases of corruption in 2025, maintaining preventive practices and continuous monitoring on the issue.

Communication and Training on Anti-Corruption Policies and Procedures – GRI 205-2

Region	Total employees	Total employees who received training	Percentage who received training (%)
Curitiba – PR	108	84	45.00%
Turvo – PR	403	288	71.46%
Embu das Artes – SP	193	141	73.46%
Araucária – PR	20	9	45.00%
Buenos Aires – ARG	2	1	50.00%
Total	726	523	72.04%

Job category	Total employees	Total employees who received training	Percentage who received training (%)
Directors and President	5	5	100.00%
Leaders	26	19	73.08%
Managers	15	12	80.00%
Specialists	15	12	80.00%
Coordinators	31	25	80.65%
Operational	368	258	70.11%
Professional	155	112	72.26%
Technicians	111	82	73.87%
Total	726	525	72.31%

Enterprise Risk Management and Operational Resilience

GRI 3-3, 2-27, 201-1, 201-2, 201-4, 203-2, 207-1, 207-2, 207-3

Ibema’s risk management aims to ensure business continuity and the execution of the strategic plan by identifying and mitigating events that could impact operational, financial, reputational, and image aspects. The company adopts a proactive approach, which includes the analysis of macro risks, such as climatic, political, and economic factors, anticipating scenarios that could affect its performance. This process is guided by specific policies and tools, such as the Risk and Opportunity Analysis Policy, the Risk Management Communication Plan, and the parameters for risk mapping, which structure responsibilities, methodologies, and communication flows.

The management methodology includes stages of identification, assessment, classification, and continuous monitoring of risks, using tools such as probability, impact, and severity analysis, in addition to tracking action plans and recording incidents. The effectiveness of the process is monitored by indicators that include full compliance with the actions outlined in the annual plan, the preventive mapping of new risks,

and the control of deviations in the implementation of mitigation measures. Risk reports are based on the number of risks monitored within each year’s Base Plan (PB), as well as the number of actions to mitigate each risk. Even after the actions have been implemented, risks remain under continuous monitoring, ensuring that their severity is updated and that the adopted

strategies—which may involve mitigation, acceptance, transfer, or elimination of the risk—remain appropriate.

During the reporting period, no significant cases of non-compliance with applicable laws and regulations were identified, nor were there any significant fines or penalties.



Among Ibema’s strategic objectives, a key focus is the commitment to the full (100%) implementation of the actions outlined in the annual Base Plan (PB) action plans, ensuring the effectiveness of risk mitigation initiatives and the achievement of planned results.

Financial Performance

GRI 201-1, 201-4, 203-2

Ibema’s financial management is essential to sustaining its financial stability and enabling continuous investments in innovation, technology, and operational expansion. Faced with a more competitive landscape, marked by the entry of Chinese-origin cardboard and the expansion of competitors’ production capacity, the company has intensified initiatives focused on operational efficiency. In this context, the development of higher-value-added products has allowed the company to maintain its competitiveness and quality standards. As a result of these strategies, the company reported cash flow exceeding EBITDA, demonstrating consistency in its financial management.

The company adopts a continuous approach to impact analysis, evaluating the effects of its operations across different time horizons. Among the main socioeconomic impacts, job and income creation stand out, both directly and indirectly, especially in activities such as forest management, transportation, logistics, and recycling. Ibema also stimulates regional development by prioritizing, whenever possible, the hiring of local suppliers, thereby strengthening small and medium-sized businesses.

The company also systematically monitors market risks, assessing aspects such as competitiveness against imported products, the volatility of inputs and exchange rates, changes in consumer behavior, and regulatory requirements related to sustainability. This monitoring supports decision-making and enables greater adaptability to industry conditions, contributing to the business’s long-term resilience and sustainability.

EBITDA Breakdown (in thousands of BRL)

	2023	2024	2025
Net Revenue	920,276	886,739	898,476
Net Income	103,399	74,547	32,526
(+/-) Net financial income	3,380	(4,132)	23,362
(+) Depreciation and amortization	19,468	26,708	25,888
(+) Income Tax and Social Contribution	56,501	37,654	18,891
EBITDA	182,748	134,777	100,667
(-) PIS and COFINS credits (net of expenses)	-	-	-
(+) Donation of the 138 kV transmission line	-	-	-
(-) Tax contingencies	(4,153)	878	(3,036)
ADJUSTED EBITDA	178,595	135,655	100,667
% of net revenue	19.41%	15.30%	11.20%

Note 1: Information taken from Ibema’s 2025 Financial Statements, a document audited by Price on February 28, 2025..

Significant Financial Assistance Received from the Government – GRI 201-4

Description	Monetary amount (specify the currency type)
Grants for investments, research and development, and other relevant types of grants	4,121,800.22
Financial incentives	373,120.17
TOTAL	4,494,920.39

Note: All financial incentives received by Ibema in 2025 were granted by the country of origin of its operations: Brazil.

2025 Value Added Statement (in millions of R\$) – GRI 201-1

REVENUES	1,105.67
Sales of goods, products, and services	1,108.17
Allowance for doubtful accounts - Reversal/Provision	-2.79
Non-operating	0.29
INPUTS PURCHASED FROM THIRD PARTIES (includes ICMS and IPI)	592.01
Raw materials consumed	433.38
Cost of goods and services sold	0.00
Materials, energy, third-party services, and other	158.62
Impairment/reversal of asset values	-
GROSS VALUE ADDED	513.66
WITHHOLDINGS	16.99
Depreciation, amortization, and depletion	16.99
NET VALUE ADDED PRODUCED BY THE ORGANIZATION	496.67
VALUE ADDED RECEIVED BY TRANSFER	11.48
Equity method income	-
Financial income	11.48
TOTAL ADDED VALUE TO BE DISTRIBUTED	508.15
DISTRIBUTION OF VALUE ADDED	416.41
Personnel and payroll expenses	108.41
Taxes, fees, and contributions	240.38
Interest and rent	26.57
Interest on equity and dividends	7.72
Retained earnings / net loss for the year	32.53
Community investments	0.79
Accumulated economic value (economic value generated minus economic value distributed)	11.48

Environmental Risk Management

GRI 3-3, 201-2

In the environmental sphere, Ibema maintains a structured Environmental Management System (EMS) aligned with ISO 14001 requirements, which includes the application of the Environmental Aspects and Impacts Survey (EAIS) for the preventive assessment of activities under normal, abnormal, and emergency conditions. Significant aspects are addressed through control, mitigation, prevention, and continuous monitoring measures, accompanied by periodic audits, inspections, and verifications. Any deviations

are recorded in corporate systems and addressed through corrective and preventive actions, ensuring continuous improvement in environmental performance and compliance with legal requirements.

Ibema's environmental risk management considers the identification and treatment of interconnected factors that may impact the availability of natural resources and the continuity of operations. Among the main risks identified are the water crisis, low rainfall, power

generation failures—particularly due to reliance on hydroelectric sources—and the reduction in forest cover, which compromises the regulation of the hydrological cycle. These factors are analyzed in an integrated manner, given their interdependence, and classified with high levels of se , reinforcing the need for structured mitigation and adaptation actions.

The assessment process is incorporated into the Corporate Risk Map, developed using information from business units, senior leadership, and stakeholders, as well as an analysis of the company's operational and environmental context. After internal validation, the prioritized risks are submitted for investment approval by the Executive Risk Committee. The review is conducted annually or on an ad hoc basis, as needed, ensuring the continuous updating of scenarios and readiness to respond to critical events.

To mitigate identified environmental risks, Ibema adopts initiatives focused on the use of renewable energy sources, the reduction of emissions, and the efficient management of water consumption, in addition to maintaining a portfolio of projects with a horizon extending to 2030, aligned with its sustainability strategy. The company also promotes continuous risk monitoring and the implementation of corrective actions whenever significant deviations are identified, strengthening operational resilience and the ability to adapt to environmental changes.

Ibema maintains a sustainability strategy with initiatives focused on the use of renewable energy sources, emissions reduction, and efficient water consumption management. It also has a portfolio of projects with a time horizon extending through 2030.

Tax Approach

GRI 207-1, 207-2, 207-3

Ibema fully complies with the tax legislation applicable to its activities, ensuring that taxes are calculated and paid correctly and within legal deadlines. Tax management is conducted responsibly and focused on fiscal efficiency, always within the limits of the law, and is considered an integral part of the company's commitment to sustainability and compliance.

The tax governance structure is focused on control, risk mitigation, and compliance with tax obligations, and falls under the responsibility of the Controllershship department, which operates in accordance with guidelines defined by the Administrative and Financial Executive Board. This management is integrated into the organization's financial and operational processes, ensuring that strategic decisions take their tax impacts into account. Tax calculation processes follow internal standards, involving the identification, assessment, and continuous monitoring of tax risks, as well as the adoption of corrective measures when necessary.

The company maintains a transparent relationship with its stakeholders on tax matters, conducting dialogue in an institutional manner and in accordance with the relevance of the issues. The Finance Department, management, and the Controllershship team, the legal department, and specialized external advisors—called upon when necessary for technical support, formal clarifications, or the handling of administrative and tax proceedings—participate in this process. This model contributes to responsible tax management, aligned with corporate guidelines and legal requirements.





Industrial Management

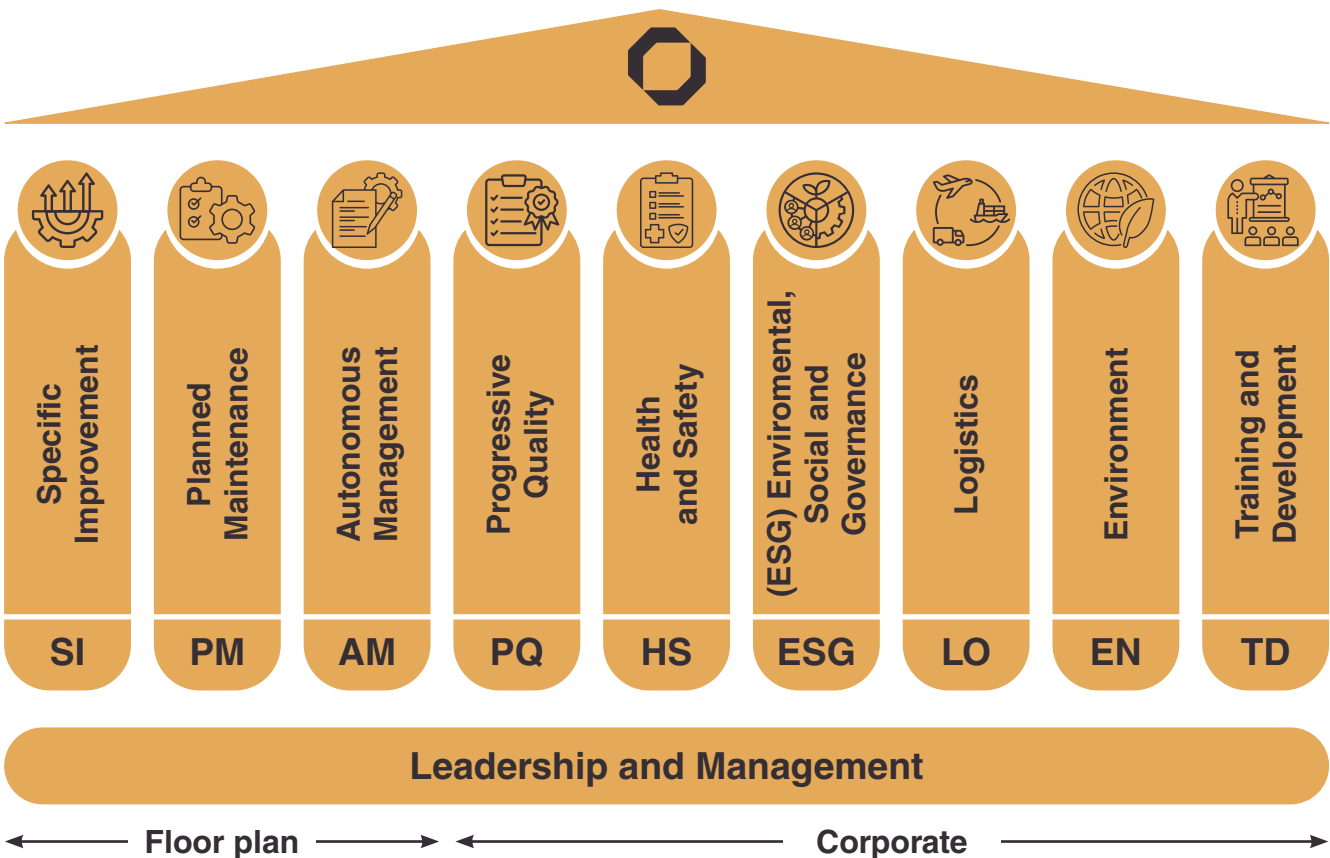
SEI: Pillars And Functions

Since 2018, Ibema has implemented the Ibema Excellence System (SEI) at the Embu das Artes facility, later extended to the Turvo facility, with a focus on increasing operational efficiency, reducing costs, and mitigating environmental impacts. The system structures continuous improvement through the application of methodologies such as WCOM and Agile Lean Management, which promote the standardization of processes, the elimination of waste, and the systematic monitoring of performance.

SEI governance is led by a Steering Committee responsible for monitoring strategic indicators and conducting periodic audits, evaluating the performance of operational areas and guiding improvement actions. Among the priority goals, energy consumption management stands out, continuously monitored and reported monthly to the executive board, ensuring visibility of results and agility in decision-making.

Additionally, the company operates under an integrated management policy, based on ISO 9001 and ISO 14001 certifications, ensuring compliance with legal and regulatory requirements. In this context, the Industrial Management area plays a strategic role in optimizing production processes and reducing losses, supporting continued investments aimed at expanding capacity and strengthening operational efficiency.

Topics and Features Covered



SEI Corporate Pillars

Specific Improvement Supports the Steering Committee in defining strategies aimed at operational efficiency, with a focus on cost reduction and increased productivity. Works to reduce setup time (), eliminate activities that do not add value, and monitor indicators such as cost deployment and overall equipment effectiveness (OEE), in addition to conducting production performance analyses.	Autonomous Management Encourages the active participation of operators in identifying anomalies and performing basic maintenance activities, such as routine inspections. This approach allows for greater team autonomy and frees technicians to focus on structural improvements, promoting cultural evolution and a sense of responsibility for processes.
Planned Maintenance Aims to increase asset reliability and reduce costs by strengthening preventive maintenance, based on time and condition criteria. It operates in an integrated manner with Autonomous Management, contributing to operational stability.	Progressive Quality Establishes process conditions that ensure the delivery of high-quality products, with a focus on eliminating waste and increasing customer satisfaction. It operates in an integrated manner with existing quality management systems.
Health and Safety Develops and improves accident prevention systems, promoting continuous improvement in working conditions. Provides tools for risk analysis and the implementation of preventive and corrective measures.	ESG (Environmental, Social and Governance) Since 2023, it has consolidated the monitoring of indicators and the management of initiatives related to environmental, social, and governance commitments, ensuring strategic alignment and the evolution of corporate goals in these areas.

Logistics

Works to optimize operational flows through process mapping and the efficient use of resources, aiming to reduce costs, lead times, and inventory, as well as improve production sequencing. It uses tools such as Value Stream Mapping to eliminate waste and integrate operations into the supply chain.

Environment

Responsible for environmental management and incident prevention, with a focus on reducing losses and continuously improving processes. Implements actions related to the efficient use of resources, emissions control, waste management, and mitigation of impacts such as noise.

Training and Development

Supports the other pillars through continuous employee training, focusing on skills development, identifying gaps, leadership development, and supporting the transition to more autonomous operational models, thereby strengthening the organization's human capital.



Operational Efficiency Projects and Implementation of Improvements in Factories

In 2025, Ibema executed more than 24 projects aimed at operational efficiency and risk mitigation at industrial facilities, with significant results in productivity and cost reduction, totaling estimated gains of R\$ 3.4 million . The initiatives were concentrated primarily at the Embu das Artes and Turvo plants, focusing on innovation, process optimization, and greater operational reliability.

Embu

- **Flood Containment Project:** In 2024, Ibema began studies to identify critical flooding points at the plant. Based on this assessment, surveys were conducted in 2025 to map the underground infrastructure, enabling the burial of pipes and the elimination of the structural causes of flooding. Additionally, retaining walls and dikes, high-flow pumping systems for stormwater drainage, and flow-directing devices were installed, resulting in the elimination of further flooding incidents;
- **Modernization of the Starch Cooking System:** The complete replacement of the starch cooking machines will allow for greater control and uniformity in the cooking process, preventing variations (under- or overcooked parts), which will result in optimized starch consumption and gains in production efficiency, in addition to contributing to waste reduction.

Turvo

- **Water efficiency projects:** In 2025, the unit achieved a record reduction in specific water consumption (m³ per ton), the result of initiatives focused on optimizing water use without compromising operational performance;
- **Implementation of Predictive Maintenance with Smart Sensors:** vibration and temperature sensors were installed on equipment, integrated into a system with artificial intelligence capable of identifying early signs of failure. This technology enables preventive interventions during scheduled shutdowns, preventing unexpected breakdowns and increasing production availability and reliability;
- **Plant automation and digitization:** the facility received new systems, including updated software and hardware dedicated to monitoring and processing operational data. This modernization enables more accurate problem identification and resolution, while also improving the management of production processes.

Digital Transformation

Digital transformation remains one of Ibema’s strategic pillars, guiding initiatives focused on innovation, operational efficiency, safety, and competitiveness. In 2025, this agenda gained prominence within the Company with the implementation of continuous improvement projects and tool automation, promoting workflow optimization, increased productivity, and higher service quality.

As part of this effort, in 2024 Ibema established the EOD project – Operational and Digital Excellence – consolidating a technology initiative dedicated to the digitization and optimization of processes and systems. In this context, the Speedy Tech team was created, responsible for accelerating the implementation of solutions and promoting efficiency gains in an agile and structured manner. Following an initial testing period in the second half of 2024, the team maintained continuous operations throughout 2025, expanding the scope of digital initiatives.

Among the key advancements is the implementation of the Trimble Edge system, an artificial intelligence-based solution that enables online monitoring of industrial operations. The tool facilitates the monitoring of critical variables, such as voltage, temperature, and equipment performance, in addition to performing predictive and trend analyses based on the collected data, without the need for direct measurements of all parameters.

Implementation of the system began at the Turvo and Embu das Artes plants throughout 2025, with the first results monitored starting in November. The expected gains are concentrated in the medium term, especially throughout 2026, including improvements in operational efficiency, reduced resource consumption, decreased losses, increased safety, and greater availability of production assets.

In addition, the technology enhances the ability to track failures and proactively identify opportunities for improvement, strengthening strategic planning and contributing to more assertive, data-driven management.

Progress on Ibema’s digital transformation agenda has also strengthened governance and the involvement of the company’s various departments in this process. By establishing the **Digital Committee**, the company has reinforced digitization processes through a cross-functional approach aimed at promoting the active participation of various departments in leading technology projects and developing the strategic technology plan. In this context, work began on developing a multi-year investment plan focused on cybersecurity, as well as reviewing and improving policies related to the LGPD, privacy, and data protection.

At the same time, the company promoted training initiatives , such as a workshop held in partnership with SENAI, aimed at disseminating artificial intelligence concepts and the practical application of solutions to real operational challenges. Additionally, Ibema held its first Tech Day—an event created to bring business areas closer to the company’s digital transformation agenda. Throughout the day, ongoing projects that are already generating concrete results were presented: initiatives that impact customers, increase productivity, and ensure regulatory compliance. Among the highlights were case studies with startups, BI solutions, cybersecurity, automation with SAP, and a demonstration of Microsoft Copilot with generative AI. More than just a technology showcase, Tech Day reinforced a core conviction: digital transformation is not the exclusive domain of IT. Gartner research shows that co-leadership between IT and business leaders can double the return on investments in digitalization—and this is exactly the model Ibema aims to build. The event marked an important step in Ibema’s journey toward digital operational excellence, connecting teams, aligning ambitions, and inviting each department to take a leading role in this process.

These actions reinforce a structured approach to digital transformation, focused on the continuous improvement of internal processes, the strengthening of digital culture, and the generation of value for the business.

Infrastructure Investments

GRI 2-1, 2-2, 2-3, 2-4, 203-1

Embu



Upgrades and improvements to the fire suppression system. Contribution to the plant's operational safety conditions:

R\$ 650,000.00



Paving of access roads to the scrap yard. Contribution to the plant's operational safety conditions:

R\$ 180,000.00



Upgrades to flood control measures. Contribution to the plant's operational safety conditions:

R\$ 350,000.00

Turvo



Investment in construction within the factory area, including floor upgrades, renovation of changing rooms and restrooms, and safety improvements:

R\$ 229,000.00



Investment in maintenance of the roof and metal enclosure of the paper machine:

R\$ 688,000.00



Investment in maintenance of the access road to the factory:

R\$ 227,000.00



Investment in building maintenance and common areas at Vila Bella in Turvo:

R\$ 363,000.00



Social management

People Management

GRI 2-7, 2-8, 2-30, 201-3, 405-1, 405-2, 406-1

At Ibema, collaborative action and commitment to the collective are values that guide working relationships and the construction of a fair and balanced environment. At the end of 2025, the company had 726 of its own employees and 204 non-owned professionals, distributed among 148 third parties, 10 temporary workers, 15 interns, 28 apprentices and 3 legal service providers (PJ), reflecting the diversity of relationships that contribute to the operation of the business.

Among our own employees, two worked in Argentina and were not bound by collective bargaining agreements, while five held statutory positions - including directors and the CEO - with specific contracts. As a result, 99.03% of the workforce was covered by collective bargaining agreements, reinforcing the company's commitment to structured dialogue and valuing labor relations.

Ibema adopts the mandatory benefits provided for in Brazilian labor legislation, as established by the CLT, and did not maintain any private pension programs or benefits for inactive retirees during the period. Even so, the company seeks to guarantee conditions that promote safety, respect and balance throughout its employees' working lives.

Total Number of Employees by Employment Contract, Working Hours and Gender – GRI 2-7, 2-8

	Own employees	Third-party employees (permanent contract)	Third-party employees (temporary contract)	Third-party employees (full-time)	Third-party employees (part-time)	Total (own and third parties)
	549	-	4	112	17	682
	177	-	6	39	26	248
	726	-	10	151	43	930

Total Number of Employees by Employment Contract, Working Hours and Region – GRI 2-7, 2-8

	Head office (Curitiba/PR)	Turvo/PR factory	Araucária/PR Distribution Center	Embu das Artes/SP factory	Office Argentina
Own employees	108	403	20	193	2
Non-proprietary employees (permanent contract)	-	-	-	-	-
Third-party employees (temporary contracts)	-	6	-	4	-
Third-party employees (full-time)	3	37	9	102	-
Non-own employees (part-time)	8	23	1	11	-

Note 1: All Ibema's own employees work full time.

Note 2: Only apprentices and interns work part-time.

Note 3: Ibema's own employees include the five directors, who are not counted among the employees with permanent contracts, as they hold statutory positions.

Diversity and Inclusion

GRI 405-1, 405-2, 406-1

Ibema recognizes that valuing different perspectives, experiences and identities contributes directly to strengthening the organizational culture and generating sustainable value in the long term.

In this context, since 2024 the company has been promoting the We Care Program, created with the aim of increasing female representation in the organization, promoting a safe space for listening, exchanging experiences and empowering female employees in different areas and at different levels. Since its implementation, the initiative has boosted internal engagement and contributed to the consolidation of a more inclusive culture by stimulating reflection, learning and actions aimed at respecting and valuing people.

In 2025, the program evolved significantly, broadening its scope to cover, in a structured way, the various dimensions of diversity, including equity, plurality of identities and respect for individualities. This evolution, which will continue in 2026, also incorporated the well-being pillar, recognizing the importance of

comprehensive care for employees. Thus, We Care now includes initiatives aimed at physical, emotional and social well-being, reinforcing Ibema's commitment to building a welcoming, inclusive and healthy environment.

In line with its principles of respect, ethics and transparency, Ibema did not record any formal cases of discrimination in 2025 and is continuously working to prevent and deal with any misconduct. The company has an external and independent ethics channel, operated by Áliant, which guarantees anonymity, confidentiality and protection against any form of retaliation against whistleblowers in good faith. This channel is accessible to employees, third parties and clients, reinforcing the commitment to a safe environment for dialogue. All complaints received are analyzed seriously and forwarded to the Ethics and Conduct Committee, which is responsible for conducting the investigations and deciding on the appropriate measures, ensuring fair, responsible treatment in line with the values that guide the company's operations.



Percentage of Total Employees by Functional Category and Diversity (%) – GRI 405-1

Employees by gender	Directors	Management	Coordination	Specialists	Leaders	Professionals	Operational	Technicians
	4	11	22	14	24	55	326	92
	1	4	9	10	2	64	67	20
	5	15	31	24	26	119	393	113

Employees by age group	Directors	Management	Coordination	Specialists	Leaders	Professionals	Operational	Technicians
Under 30	-	-	-	4	2	30	133	21
Between 30 and 50 years old	2	14	25	18	20	80	225	81
Over 50 years old	3	1	6	2	4	9	35	11
Total	5	15	31	24	26	119	393	113

Note: Ibema has a joint Board of Directors made up of four members, two appointed by Ibemapar and two by Suzano. The board members are not part of the company’s staff and act independently of the operational structure. During the reporting period, the Board was made up entirely of male members.

Proportion of Basic Salary and Remuneration Between Men and Women by Employee Category – GRI 405-2

Functional category	Ratio of basic salary between women and men	Pay ratio between women and men
Directors	0.91	0.91
Management	0.92	0.93
Coordination	0.99	0.97
Specialists	1.05	1.03
Leaders	0.8	0.73
Professionals	0.87	0.88
Operational	0.73	0.71
Technical	0.83	0.86

Note 1: The proportion is calculated by dividing the basic salary and remuneration of women by the basic salary and remuneration of men.

Note 2: The information refers to own employees at all units, except for the two employees at the Argentina office, as they do not belong to the same job and salary policies as in Brazil. Apprentices, trainees and the CEO are also not included, as they are classified as “non-employees”. Because the CEO is in a single position, his average pay may be higher, making the comparison unfair. The data reported is the average for 2025 for remuneration and December for benefits.

Note 3: Remuneration (Taking into account all benefits paid between January and December 2025, such as PPR, ILP, Bonuses, Gratuities, Commissions, Eventual Earnings, ACT Shifts, Extraordinary Allowances, Overtime, Additional Night Hours, On-call Hours, Unhealthy Work, Hazardous Work, Holiday Pay, 13th Birthday, Home Office Allowance and scholarships, etc.) Not taking into account provision values or company cost charges such as FGTS, INSS, etc.

Continuous Training and Education

GRI 3-3, 404-1, 404-2, 404-3

Ibema recognizes the education and development of people as strategic elements for generating value and strengthening its operations. By investing in training employees and encouraging education in the communities where it operates, the company promotes positive impacts for its stakeholders, raising the technical level of the teams, improving the quality of deliveries and strengthening engagement, monitored through climate and satisfaction surveys. This approach also contributes to productivity gains, an improved working environment and greater talent retention, by offering concrete opportunities for professional growth.

Since 2022, the company has formalized public commitments related to education in its ESG agenda, with a focus on expanding access to basic education in the regions where it operates and offering opportunities for 100% of employees to complete high school. The initiative includes the development of community-oriented programs and partnerships with institutions such as SENAI, through Youth and Adult Education (EJA). The company recognizes that the low level of schooling in the regions where it operates represents a significant challenge, with impacts on employability, productivity and local development. In this context, training is also essential for occupational safety, since

adequate training contributes directly to reducing risks and accidents.

Competence management is structured around a continuous cycle of assessment, development and follow-up, with the aim of aligning individual growth with the organization’s strategies.

Performance Evaluation

Performance appraisals are carried out every six months through the “Crescer” program, which analyzes in a structured way both the technical and behavioral skills and the results and deliveries of each employee. The process makes it possible to identify strengths and opportunities for development, offering a comprehensive view of individual performance.



Culture of Continuous Feedback

Ibema promotes feedback as a permanent management practice, encouraging transparent dialog between leaders and teams. Managers are responsible for conducting structured feedback, which is recorded in a system and monitored by the People and Culture area. This dynamic ensures greater clarity about expectations, performance and opportunities for improvement, as well as supporting the construction and monitoring of Individual Development Plans (IDPs).

Performance Forums

Performance forums function as collective spaces for analyzing and calibrating evaluations, bringing together leaders to discuss results, align perceptions and ensure greater consistency in performance management. These meetings provide an integrated view of teams, support the identification of talent and reinforce fairness in assessment processes. In addition, they contribute to strategic decision-making related to people development, succession and the prioritization of training initiatives.

Individual Development Plans (IDPs)

The IDPs are drawn up based on the insights generated in evaluations and feedback, with a focus on the personalized development of each employee. Structured on the basis of the 70/20/10 methodology, the plans combine practical learning, through challenges and new responsibilities (70%), social learning, including mentoring and sharing experiences (20%), and formal education, such as courses and training (10%).

This integrated approach ensures more effective development, preparing professionals for current and future challenges and strengthening the organizational capacity to adapt and innovate.

In addition, the company carries out potential assessments aimed at talent and leadership, supporting succession processes, career acceleration and retention, consolidating an organizational culture geared towards continuous learning and professional development.

Percentage of Employees Receiving Performance and Career Development Reviews by Gender and Functional Category – GRI 404-3

Gender	No. of own employees who received a review	No. of own employees	% by gender
	447	549	0.81
	148	177	0.84
	595	726	0.82

Functional category	No. of own employees who received analysis	No. of own employees	% by functional category
Directors	5	5	100%
Management	13	15	87%
Coordination	27	31	87%
Specialists	20	24	83%
Leaders	25	26	96%
Professionals	91	119	76%
Operational	305	393	78%
Technical	105	113	93%
Total	591	726	81.40%

Training

In 2025, Ibema reaffirmed its commitment to the continuous development of its employees, strengthening already consolidated initiatives and increasing their adherence to the demands of the business and the needs of its people. Throughout the period, the company promoted a comprehensive training agenda, ranging from technical and operational training to programs focused on leadership, organizational culture and sustainability, in line with its ESG strategy and long-term vision.

Investment in education was maintained through the Education and Development Incentive Program, which offers scholarships for technical, undergraduate,

postgraduate, MBA, master’s and language courses, contributing to the qualification and professional growth of the teams. At the same time, the company has intensified its focus on leadership development, especially the Leadership Development Program (PDL), structured for all hierarchical levels - from operations to the board of directors - and aimed at improving skills such as people management, decision-making, communication and feedback. In addition, the Commercial Training Program strengthened the skills of the sales team, focusing on negotiation, customer relations, a consultative approach and technical mastery of the products.

In addition to these initiatives, Ibema continued to invest in technical training in the areas of production, maintenance and quality, operational safety training, training in sustainable practices and environmental certifications, as well as actions aimed at diversity, governance and organizational culture. Participation in industry events also contributed to professional updating and the strengthening of strategic connections. This transversal effort involved employees at all levels, reinforcing the organizational culture and directly supporting the achievement of strategic goals.

In the social sphere, the company made progress in promoting education in the communities, especially in Turvo, through partnerships with SESI and SENAI, offering vocational courses and expanding access to knowledge.

Training management is accompanied by structured monitoring mechanisms, which include reaction and effectiveness evaluations, participation records, evidence of the activities carried out and adherence control. Indicators related to ESG commitments are monitored by means of schedules and periodic follow-ups, making it possible to assess the progress of actions. In addition, the company has been improving its measurement tools, with the methodologies expected to evolve from 2026 onwards, with the aim of further integrating people development with strategic goals.



Finally, Ibema offers structured support to employees in times of transition, such as dismissal or retirement, through initiatives that include guidance for professional relocation, legal, financial and psychological support. This approach reinforces the company's commitment to the integral development of people throughout their journey, promoting more sustainable and responsible relationships.



Average Number of Training Hours by Gender and Functional Category – GRI 404-1

Gender	Number of own employees	Hours of training offered	Average number of training hours
	549	9,236	16.82
	177	3,435	19.41
	726	12,671	17.45

Functional category	Number of own employees	Hours of training offered	Average number of training hours
Directors	5	119	23.8
Management	15	381	25.4
Coordination	11	710	22.9
Specialists	24	627	26.13
Leaders	26	1,111	42.73
Professionals	119	2,249	18.9
Operational	393	4,588	11.67
Technical	113	2,886	25.54
Total	726	12,669	17.45

Employee well-being, safety and mental health

GRI 403-1, 403-2, 403-1, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

Occupational safety is one of the main pillars of Ibema's organizational culture and is treated as a priority in all its operations. The company has adopted a comprehensive Occupational Health and Safety (OHS) Management System, applicable to all employees and third parties, in which everyone is responsible for immediately reporting any accident, incident or risk situation. The approach adopted prioritizes the identification and elimination of root causes, without focusing on individual responsibility, reinforcing a culture of prevention and continuous learning.

The OHS system fully covers operational and administrative activities and is aligned with the guidelines of Ordinance No. 3.214/78 and the respective Regulatory Norms (NRs). Ibema maintains a SESMT and CIPA structure, provides personal protective equipment with adequate training and implements programs such as the Occupational Health Medical Control Program (PCMSO) and the Risk Management Program (PGR), which is reviewed annually. The company also ensures compliance with specific standards relating to electricity, cargo handling, machinery and equipment, boilers



and chemical products, as well as having a trained fire brigade. To support management, it uses the Qualiex platform, which centralizes policies, procedures, records of deviations and action plans in health, safety and the environment.

Ibema's Health and Safety strategy also incorporates the promotion of well-being and mental health, with a focus on building safe, inclusive work environments with open communication, in line with the updated NR-1 guidelines on psychosocial risks. The company develops initiatives aimed at quality of life, including health programs and incentives for physical activity, contributing to a reduction in absenteeism, increased engagement and improved productivity. As a result, there has been a reduction in absences due to accidents and occupational illnesses, reinforcing Ibema's commitment to protecting people and the sustainability of its operations.

Management of Work-Related Risks and Impacts

GRI 403-2, 403-7, 403-10

Ibema systematically maps occupational hazards and risks through the Preliminary Risk Analysis (APR), which includes qualitative and quantitative assessments, identification of emergency scenarios and definition of applicable control measures. This process guides the prioritization of actions according to the hierarchy of controls, including engineering solutions, administrative measures and the use of personal protective equipment, enabling the prevention, mitigation or elimination of risks

and contributing to the reduction of incidents at all levels of severity.

As part of preventive management, the company adopts tools for recording and monitoring deviations, including a labeling system for unsafe conditions and an application for reporting risky behavior. Records are handled through a structured incident management platform, in which occurrences, near misses and deviations are investigated jointly by the responsible areas and the SESMT, with a focus on identifying root causes and implementing corrective and preventive actions. The safety culture is reinforced by principles that seek to prevent accidents and encourage the exercise of the right to refuse, which is widely communicated in training and integration sessions, as well as encouraging active reporting of risk situations by employees.

The main occupational hazards identified include exposure to noise, heat, vibration and chemical agents, which are continuously assessed and controlled within the scope of the Risk Management Program (PGR), with no evidence of correlation with impacts on the health of workers until the period reported. Management is complemented by certifications such as ISO 9001, ISO 14001 and FSC ® , which strengthen control and prevention standards throughout operations and the value chain. The effectiveness of the measures adopted is monitored by indicators such as absenteeism rates and participation in daily safety dialogues, showing progress in promoting safer and healthier working environments.



Health Services for Employees

GRI 403-3, 403-6

In order to provide support to its employees, Ibema has occupational health clinics at its plants, staffed by an occupational physician and a nursing team responsible for coordinating the Occupational Health Medical Control

Program (PCMSO), in line with the risks identified in each operation's PGR. Management includes carrying out and monitoring admission, periodic, change of job, return to work and dismissal examinations. Results

that indicate alterations are assessed by the medical team, who, when necessary, call in the occupational safety department to investigate possible deviations in the conditions or execution of activities. The units also have ambulances and emergency brigades trained to deal with incidents and first aid.

As part of promoting employee health, the company also runs preventive campaigns throughout the year, in line with national agendas such as Yellow September, Pink October and Blue November, as well as actions aimed at vaccination, disease prevention, quality of life and awareness-raising on issues such as smoking and the use of alcohol and other drugs. Complementary initiatives include SIPAT, visual health programs with the supply of safety glasses with graduated lenses and ergonomic assessments conducted by specialized consultants, with the aim of improving working conditions at the industrial units.

At the administrative units, care is provided through services contracted from SESI, guaranteeing specialized technical support in occupational medicine. The outpatient clinics are available to employees and third parties, with easy access for face-to-face service or on request.



Occupational Training and Communication

GRI 3-3, 403-4, 403-5



Ibema continuously promotes occupational health and safety awareness actions, structured through periodic campaigns and an annual calendar aligned with relevant themes. In addition, Daily Safety Dialogues (DDS) are held before the start of activities, lasting an average of 15 minutes, in which the employees themselves actively participate in the preparation and presentation of content, strengthening the preventive culture and team engagement.

Governance of the issue is supported by the integrated work of the Internal Accident Prevention Commission (CIPA) and the SESMT, made up of health and safety professionals. CIPA, made up of elected and appointed members, holds monthly meetings and acts independently, bringing demands and workers’ perceptions of working conditions, contributing to the definition of preventive actions. At the same time, the SESMT provides the technical support needed to manage risks and promote

safe and healthy environments. The company also maintains recurring communication on well-being, health and safety, expanding the dissemination of good practices in day-to-day operations.

In 2025, the company made progress in consolidating its policy on preventing the use of alcohol and other drugs, with awareness campaigns, preventive controls and initiatives to welcome employees. All the company’s own and third-party professionals undergo safety integration in accordance with NR-1 and take part in a wide range of mandatory and specific training courses, ranging from risk perception, use of PPE and equipment operation to topics such as ergonomics, working at heights and confined spaces. The management of this training is centralized in a dedicated area, guaranteeing legal compliance, continuous training and strengthening the safety culture as an essential element for the organization’s sustainable performance.

Work-Related Injuries – GRI 403-9

	2023		2024		2025	
	Own	Third Party	Owned	Third Party	Own	Third parties
Number	6	4	12	1	7	5
Rate (%)	5.1	9.3	25.74	9.9	5.18	12.6
No. of hours worked	1,178,154	437,357	1,089,305	364,853	1,349,991.63	394,820.82

Customers

GRI 2-29

Customer Relations

Customer relations are conducted on an ongoing basis through multi-channels, involving face-to-face and virtual meetings, technical visits to production units, interaction in professional networks, sending samples for testing, holding workshops and taking part in industry events. These initiatives make it possible to understand specific demands, promote the joint development of solutions and strengthen long-term links.

The engagement strategy is centered on generating value by building strategic partnerships, offering technical support and encouraging innovation. The company acts proactively to anticipate trends, develop customized solutions and provide market information to support customer decision-making. It also seeks to deepen understanding of expectations related to the functionality, design and sustainability of packaging, promoting greater assertiveness in product development and connection with brand objectives.

Ibema is also maintaining its international expansion strategy, focusing on Latin America and expanding its presence in markets such as Europe and Africa, where it identifies competitiveness and opportunities for high-performance products. Even in the face of trade barriers, such as tariffs applied to exports to the United



States, the company has increased its participation in the markets in which it operates, reinforcing its global positioning.

The Company’s Portfolio

In 2025, Ibema consolidated its portfolio with 13 paperboard products: Supera, Supera White, Supera W Print, Impona, Impona White, Naturale, Ritagli White 35, Ritagli Cream 35, Ritagli 10, Royal Blister, Royal Coppa Coating, Royal Coppa SC and Refibra. This portfolio serves various segments, such as cosmetics, pharmaceuticals, food and hygiene. This range reflects the strategy of developing solutions that combine technical performance and sustainability, in line with the evolution of market demands.

Among the highlights of the period, Ibema Naturale grew by more than 200% in volume compared to the previous

year, driven by its proposal to use fewer chemical inputs and its suitability for direct contact with food, especially in the food service segment. The Ritagli line, made up of the following products: Ritagli White 35%, Ritagli Cream 35% and Ritagli 10%, produced with recycled fibers in the formulation, maintaining the technical characteristics of GC1 (Triplex) and GC2 (Duplex) cards. The result is a solution with excellent printability, high performance and lower environmental impact, contributing to the circular economy and supporting brand owners in building more sustainable packaging. With continuous innovation, a focus on performance and environmental commitment, Ibema’s market strategy integrates sustainability and value generation for the entire chain, contributing to the circular economy and meeting the guidelines of the National Solid Waste Policy (PNRS).

NPS Results and Improvement Actions

Ibema actively listens to its customers using the Net Promoter Score (NPS) methodology. In 2025, 173 companies took part in the survey, the highest number of respondents in the last four years, and it recorded an index of 54 points.

The results showed progress in aspects such as customer service, relationships and innovation, as well as improvements in the perception of delivery times, reflecting developments in Customer Service

and Logistics processes. In the financial sphere, there was greater adherence to customer needs, with more customized solutions.

Based on the insights obtained, integrated action plans were structured between the Commercial, Financial, Marketing and Sustainability areas, expanding the offer of services, training and relationship initiatives. The continuous monitoring of the customer experience, combined with the analysis of indicators and periodic

meetings, has allowed for greater agility in decision-making, increased operational predictability and the strengthening of long-term relationships.

For 2026, the company is focusing its efforts on evolving quality standards, preventing non-conformities and improving traceability, reinforcing its commitment to operational excellence, innovation and the sustainable development of the market.

Awards

Gold Seal in the FGV Public Emissions Registry



Recognition awarded to organizations that carry out complete inventories of greenhouse gas (GHG) emissions, with a high level of transparency, climate management and alignment with the best environmental reporting practices.

3rd place in Exame Magazine’s Best and Biggest



Highlight in Exame Magazine’s traditional business ranking, which recognizes organizations with relevant performance in financial indicators, management, competitiveness and value generation in their sectors.

Suppliers

GRI 2-29, 204-1, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2

Ibema has a diversified supplier base, mostly concentrated in the Southeast and South regions of Brazil, especially in the states of São Paulo and Paraná, where its main plants are located. These partners operate in the pulp, wood, chemicals and chip segments, supplying essential inputs for the production of paperboard. In addition, the company has suppliers of indirect materials and services, which are essential for the continuity of its operations.

In the context of purchases and contracts, 64.50% of the budget is allocated to local suppliers, considering those located in the states of Paraná and São Paulo. Although there is no formal policy for local contracting, the criterion of proximity to the plants is preferred when closing deals. Ibema also has tools such as the Electronic Market System, SAP ERP, purchasing reports and Business Intelligence (BI) to support supply chain management.

Supplier Registration and Approval

GRI 2-29, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2

Ibema continuously monitors its main suppliers through structured evaluation, negotiation and follow-up processes, which include periodic meetings, both face-to-face and virtual , and the use of specialized digital tools. In 2025, Ibema considered hiring 512 new suppliers, 19% of which underwent social and environmental assessment criteria in the approval process. This process is conducted through the Linkana Portal, which automatically collects information for the registration, approval and monitoring of the supplier base, with automatic consultations with public bodies such as the Labor Inspection Secretariat and IBAMA, ensuring verification of legal, labor and environmental compliance.

During the approval process, suppliers with irregularities, such as involvement in child labor or labor analogous to slavery, are automatically prevented from advancing in the register. In addition, the contracts signed by Ibema include specific clauses prohibiting such practices, reinforcing the commitment to human rights throughout the supply chain. For critical suppliers - such as those responsible for supplying raw materials, industrial

services, transportation and activities related to the environment and safety - monitoring is carried out on an ongoing basis, with permanent updating of information and evaluation using an ESG score, which considers environmental, social and governance criteria.

It is compulsory to fill in specific questionnaires covering social issues such as forced labor, working hours, disciplinary practices, harassment and freedom of association. In the environmental field, specific requirements are also assessed, with the exception of suppliers already certified to ISO 14001. Depending on the category, additional documents are required, such as environmental licenses, environmental insurance policies, the Rural Environmental Registry (CAR) and authorizations to transport dangerous products, among others.

In 2025, the average environmental score for suppliers was 9.8 on a scale of 10, indicating a high level of compliance. The monitoring identified a potential risk of negative environmental impact in only 0.13% of the base evaluated, related to records without origin or

without relevant impact, and no actual environmental impacts were found in the period. As such, there was no need to adopt corrective measures, such as replacing or disqualifying suppliers. If such situations were identified, the company would implement action plans, monitor them continuously and, depending on the severity, replace the supplier, ensuring risk mitigation and operational continuity.

All the information and documents submitted are analyzed and validated by the Integrated Management System (SGI), the Human Resources area and the other areas involved, ensuring that suppliers are aligned with the social, environmental and governance standards required by the company.

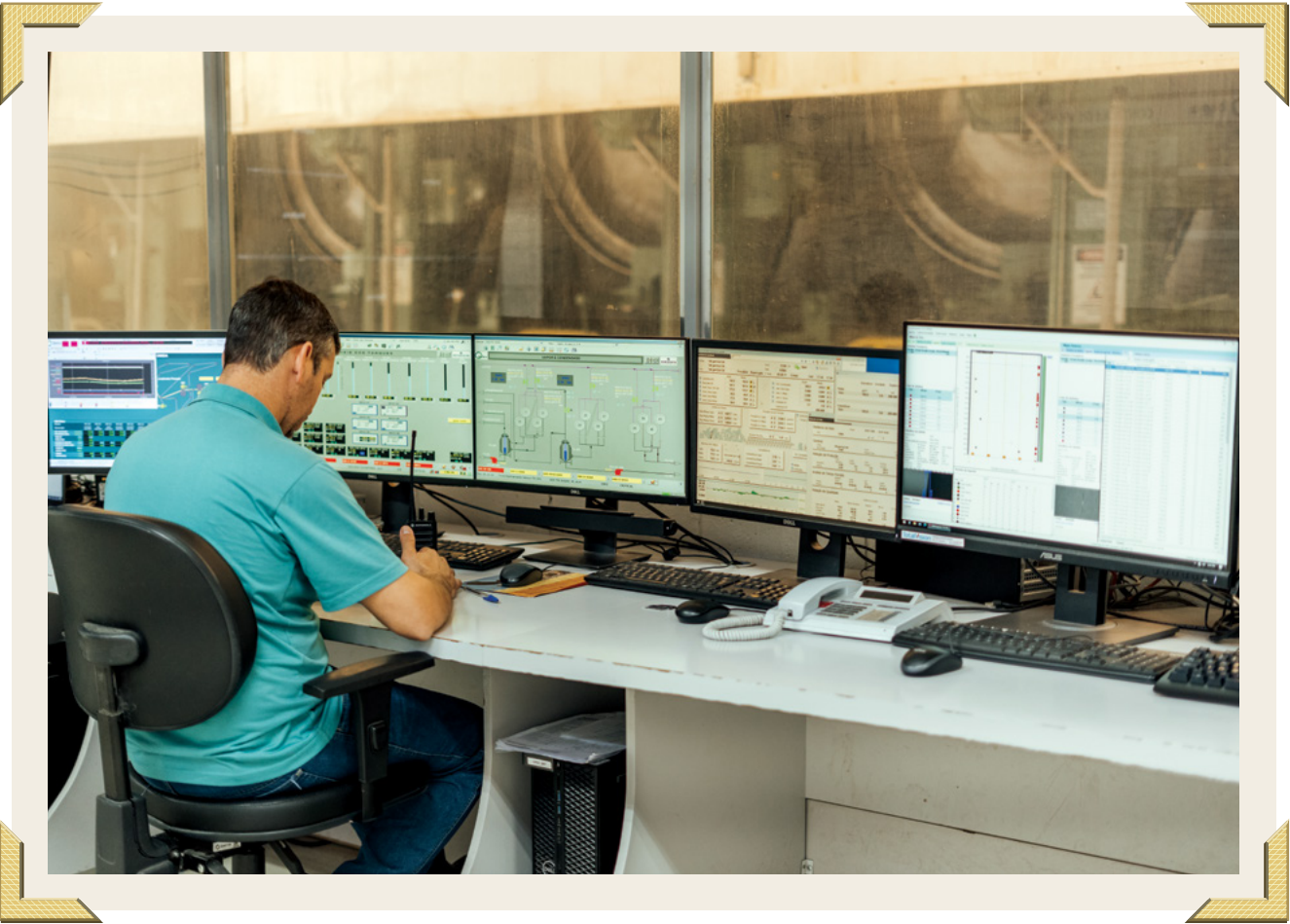
Digital Transformation in the Supply Chain

In 2025, Ibema advanced in the digital transformation of its supply chain, with a focus on strengthening traceability, improving governance and optimizing product and information flows. These initiatives contribute directly to improving transparency, integrity and operational efficiency. As part of this movement, the Supply Chain area consolidated the formalization of BTs (Business Technology), an evolution of the digitalization initiatives that began in 2024, with the aim of accelerating the improvement of processes and systems, promoting automation and guaranteeing an integrated and reliable database.

The period also saw the expansion of the base of suppliers specializing in technology and technical services, especially aimed at implementing digital

solutions and working on site at industrial units. Among the main advances were projects aimed at process automation, efficiency gains and cost reductions, such as the implementation of a purchasing robot, the development of a digital platform for the acquisition of indirect inputs and the implementation of call management systems in the supply area.

In the logistics area, the company automated the internal movement of materials between warehouses and production, increasing the accuracy of controls and inventories. This evolution establishes a structured basis for new automation initiatives, contributing to greater operational efficiency and the continuity of the digital transformation in the supply chain.



Community

GRI 413-1, 413-2

In line with its purpose of transforming lives, caring for nature and packaging the future, Ibema adopts a structured approach to managing impacts on the surrounding communities. Actions are organized through annual planning, which guides the mitigation of operational impacts, such as:

- Possibility of accidents involving people and animals due to bus and truck traffic: mitigated by defining alternative routes that avoid residential areas, as well

as adjustments to the charter transportation route and the main access to the plant;

- Deterioration of the road infrastructure: In 2024, the city began paving the roads around Vila Residencial, and in 2025, Ibema continued to monitor and liaise with the government to ensure that the improvements continued;
- Dust nuisance: related to the condition of the unpaved roads, being dealt with through the paving initiatives carried out in partnership with the municipality;

- Interference in the dynamics of local communities: larger projects and events are planned in a participatory manner, with prior dialogue with the community to ensure alignment with their needs and minimize impacts.

At the same time, the company develops structured programs aimed at the social, educational and economic development of the regions where it operates. The main initiatives include:



Youth and Adult Education (EJA)

In partnership with SESI, it enables employees and the community to complete elementary school and high school. In 2025, there were 105 enrolments (86 from the community and 19 from employees), with investment in infrastructure, equipment and ongoing pedagogical support.

Professional Qualification

Developed with Sistema S (SENAI and SENAR), it offers free training courses, with a total of 138 enrolments in areas such as Administrative Assistant, IT, Digital Inclusion, Quality Control and Accounting. It includes logistical support, structure and food, with a direct impact on employability.

Papel Amigo Program

Destines paperboard from industrial waste for educational use, replacing plastic materials. In 2025, it benefited 27 institutions (19 in Paraná and 8 in São Paulo), with the donation of 78 reams, promoting sustainable education and waste reduction.

Partnership with Turvo City Hall – Music Lessons

Offering practical guitar, keyboard and accordion lessons, contributing to the cultural and social development of the local community.

Ibemarte Program

A circular economy initiative that transforms industrial waste into handicrafts, with technical training, support for formalization (MEI/CAD-PRO) and incentives for entrepreneurship. In 2025, it served communities in Paraná and São Paulo (Embu das Artes), involving dozens of artisans and direct investment in training and materials.

Culture Incentive Program – Embalando a Arte

Promotes free cultural performances and workshops for public school teachers, expanding access to culture and strengthening education. In 2025, it reached around 1,500 people at shows and more than 100 educators at workshops, with funds from incentives and direct investment.

D-Day – Citizenship

Community action carried out in partnership with public and private institutions, offering health, citizenship and education services. In 2025, it recorded more than 450 health consultations, 897 laboratory tests, as well as educational activities and the distribution of kits, with direct investment of more than R\$17,000.

Volunteering – Warm Clothing Campaign

Collection of approximately 500 items for vulnerable communities, in partnership with public bodies and social organizations.

Actions in partnership with Embu das Artes City Hall (CMDCA)

Support for community events, such as the Family Walk, with more than 2,000 participants, including infrastructure, recreational activities and distribution of items, with an approximate investment of R\$7,500.00.

Investments via the Elderly Law – Angelina Caron Hospital

Support for the “Melhor Cuidado aos Idosos” and “Idoso 360 IV” projects, aimed at assistance, innovation and health research for the elderly population, with a direct and indirect impact on thousands of beneficiaries. Investment of R\$65,000.00.

Rouanet Law – Casa do Tiaminho

Support for a socio-educational project aimed at the integral development of vulnerable children and adolescents, with an investment of R\$22,000.00.

Sports Law – Rhythmic Gymnastics Association

Support for the “Ginasta Fantástica” project, which promotes sports education and the training of athletes, serving more than 250 participants. Investment of R\$86,000.00

Childhood and Adolescence Fund - DINDO Project

Initiative aimed at education, school reinforcement and strengthening family ties for children and adolescents in vulnerable situations. Investment of R\$69,800.00.

Happiness Congress and Festival in Schools

Initiatives aimed at promoting mental health, well-being and the emotional development of children and young people, with cultural and educational activities. Investment of R\$75,000.00.

All of Ibema’s operations have community engagement initiatives, impact assessments and local development actions, reinforcing the company’s commitment to generating shared value and strengthening the communities where it operates.



Environmental Management

Recycling and Strengthening the Circular Economy

GRI 3-3, 301-1, 301-2, 301-3, 306-1, 306-2, 306-3, 306-4, 306-5, RT-CP-000.A, RT-CP-150a.1, RT-CP-410a.1

Ibema positions the circular economy as one of the strategic pillars of its operations, integrating this concept with environmental management, the valorization of the production chain and the reduction of waste going to landfills and dumps. In compliance with the National Solid Waste Policy, the company continuously monitors the impacts of its operations and supports its customers in meeting the legal requirements related to the proper

disposal of packaging, helping to strengthen more sustainable practices in the sector.

In this context, the company promotes relevant social impacts by encouraging formalization and expanding the flow of income for workers involved in waste collection, adding value to this chain and generating new economic

opportunities. Between 2021 and 2025, Ibema recycled approximately 14,800 tons of waste, reducing pressure on landfills and avoiding environmental and social impacts associated with improper disposal. The company also develops environmental education initiatives, encouraging recycling, the conscious use of resources and actions to combat plastic pollution.



Part of its strategy is the Estação Preço de Fábrica Project, which contributes to the productive inclusion of waste collectors, and the Ciclo Bom reverse logistics pilot project, implemented in partnership with fast-food chains. This initiative makes it possible to collect post-consumer paperboard cups and reuse them at the Embu das Artes plant, promoting the reprocessing of the material and reinforcing the concept of circularity.

In addition, Ibema has been expanding partnerships with cooperatives, management entities and specialized organizations to strengthen the recycling chain and structure the supply of post-consumer scraps. Collaboration with clients and startups focused on reverse logistics allows us to advance in the traceability of materials and the transformation of waste into new packaging, consolidating an integrated approach that combines operational efficiency, environmental responsibility and the generation of shared value.

Factory Price Station¹



The Estação Preço de Fábrica Recicla Embu project, which began in 2022 in partnership with the Boticário Group and Green Mining, promotes the collection and proper disposal of waste such as cardboard, paper, cardboard and glass, combining circular economy and income generation. Through a collection point installed at the Embu das Artes (SP) unit, the initiative pays for the materials delivered by the community, encouraging recycling and valuing waste as a source of income.

769
tons
of paper and
glass collected

1,421
tons
of paper
collected

1,976
families
impacted

**+
than R\$ 1.2**
million
in income
generated for
families

1. Data on Ibema products and their respective recovery percentages has not been included, as there are still no procedures in place to identify or track them individually within the collection and disposal process carried out by the Estação Preço de Fábrica Recicla Embu project.

Ciclobom



Project that gives a new life to McDonald's POS-only cups, transforming them into cup gloves for hot drinks.

831,522
cups
collected, totaling
9.9 tons

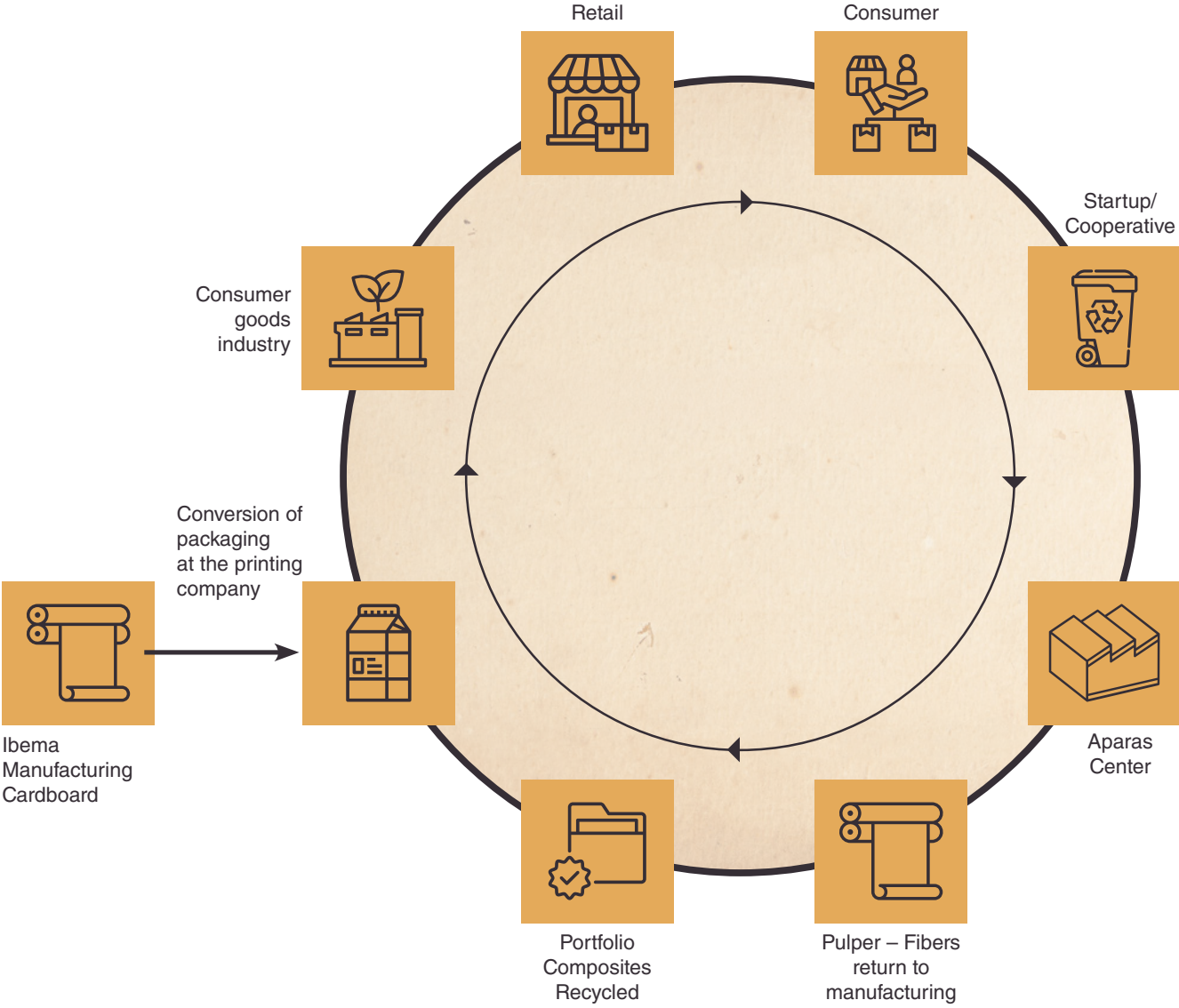
Catalogs – Boticário Group

OBOTICÁRIO

Project that transforms out-of-print catalogs into raw materials for Ritagli production.

287.7
tons

Ibema’s Circularity Process



Alternatives to Microplastic

Millions of tons of plastic are discarded in the oceans every year and, when they fragment, they give rise to microplastics, which contaminate ecosystems and enter the food chain, posing risks to biodiversity and human health. Faced with this scenario, it is essential to replace single-use materials with more sustainable alternatives.

In this context, Ibema is acting strategically by promoting paperboard as an alternative to plastic, especially materials that can generate microplastics. Produced from renewable sources, biodegradable and widely recyclable, paperboard contributes to reducing pollution and strengthening the circular economy, offering more responsible solutions to the market.

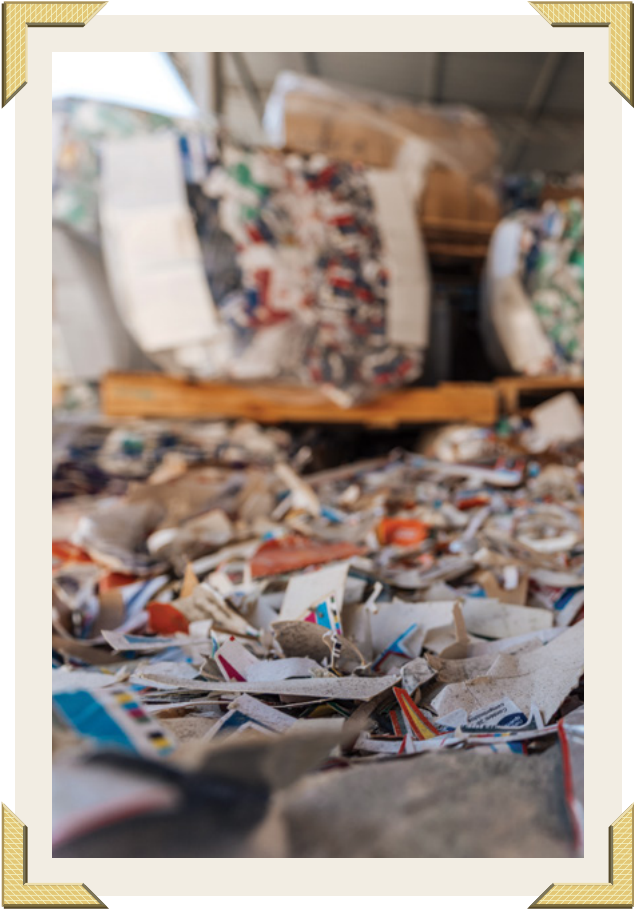
Complementing this action, the company develops reverse logistics and environmental education initiatives to contribute to the proper disposal of waste, avoid the incorrect destination of materials and raise awareness of the importance of more sustainable practices.

In partnership with Voz dos Oceanos, Ibema is expanding its role as an agent of transformation, promoting information and engagement about the impacts of improper waste disposal and encouraging the adoption of alternatives to plastic. In this way, the company reinforces its commitment to reducing pollution, mitigating microplastics and building a more sustainable model of production and consumption.

Materials

GRI 301-1, 301-2, RT-CP-410a.1

Ibema incorporates recycled inputs into its production process, reinforcing its commitment to the circular economy and reducing the consumption of natural resources. In 2025, at the Embu das Artes plant, these materials accounted for 16.2% of the total inputs consumed, while at the Turvo plant they accounted for



10%. In all, 23,669,868 kg of shavings were used, both from the operation itself and from external suppliers.

The inputs used in production are mostly from renewable sources, including recycled chips, which account for 12% of total consumption, and raw materials from renewable sources such as starches, cellulose, binders, glue and own and third-party pulp, which accounted for 75% of total consumption. Scraps are classified as pre-consumer, from industrial leftovers that don't reach the end consumer, and post-consumer, from discarded materials that are reinserted into the production chain through recycling.

Materials Used – GRI 301-1, 301-2

Material	2025 (kg)	2024 (kg)	2023 (kg)	Renewable or non-renewable	External or internal supplier
Cellulose	56,261,982	57,705,861	54,923,386	Renewable	External
Own pulp	19,691,437	18,022,450	15,060,197	Renewable	Internal
Pulp supplied by third parties	43,459,545	42,400,518	44,609,945	Renewable	External
Own shavings	20,165,068	19,741,067	20,346,177	Renewable	Internal
Shavings supplied by third parties	3,504,800	6,523,402	4,726,552	Renewable	External
Industrial gas	18,977,563	19,471,510	18,347,573	Non-renewable	External
Chemical products	30,949,905	30,207,578	30,835,255	Non-renewable	External
Renewable chemical products	6,889,990	6,982,499	7,065,867	Renewable	External

Note 1: The value of industrial gas for 2023 has been corrected from m³ to kg to follow the pattern of other inputs.

Waste

GRI 306-1, 306-2, 306-3, 306-4, 306-5, RT-CP-000.A, RT-CP-150a.1,

Ibema’s waste management is guided by the National Solid Waste Policy (Law 12.305/2010), prioritizing non-generation, reuse and environmentally appropriate disposal. The company has no hazardous waste directly associated with the production process, which is generated occasionally in maintenance activities and in volumes that are not very representative of the total generated. The majority of non-hazardous waste comes from the manufacture of cardboard, as well as administrative activities such as canteens, toilets and offices.

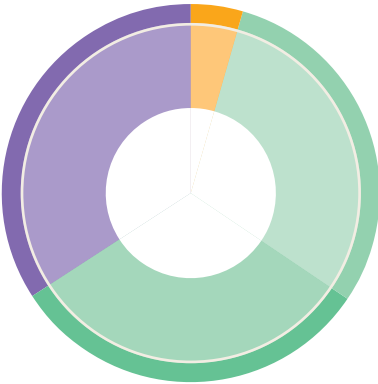
In 2025, Ibema disposed of 9,015.26 tons of waste, with a high rate of recovery and without sending it to

landfills, maintaining the Lixo Zero certification. Of this total, 390.34 tons corresponded to hazardous waste. Disposal took place as follows:

During the reporting period, the Turvo unit stood out for its high rate of internal reuse, incorporating waste such as pine bark and fibers from the mechanical pulp process into the production cycle. This model helps to reduce the need for external disposal and to strengthen the circular economy. Although the company has no direct relationship with the end consumer, it acts strategically in the value chain, promoting the recovery of materials and encouraging sustainable practices at later stages of its production process.

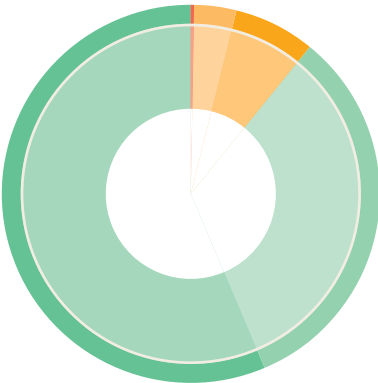


Turvo



4.33% – Co-processing
29.12% – Composting
30.40% – Recycling
32.87% – Reuse in the production process

Embu



0.0001% – Incineration
0.03% – Re-refining
0.3% – Biological treatment
3.8% – Reverse logistics
6.9% – Co-processing
32.7% – Composting
56.2% – Recycling

Impact Management

Ibema has a structured waste management system, focused on continuous monitoring, traceability and environmentally appropriate disposal, in line with the principles of the circular economy and best environmental management practices.

At the Embu das Artes unit, waste generation is monitored by weighing, issuing Waste Transportation Manifests (MTR) and tax records, integrating environmental performance indicators. This monitoring makes it possible to assess the evolution of the volumes generated, identify opportunities for improvement and ensure correct disposal. The company adopts a rigorous supplier approval process, conducted by the Procurement area, complemented by documentary audits and technical visits, guaranteeing legal, technical and environmental compliance. The management system also includes operational control of loads, including packaging, storage, transportation and weighing, under the supervision of the Environment area.

At the Turvo unit, waste management is also guided by operational indicators, with a focus on reducing generation and sustainable disposal. The plant operates under the Zero Landfill concept, with no waste sent to industrial landfills, maintaining the Zero Waste certification for the third consecutive year in 2025. Disposal is carried out by approved companies, with the support of partners specialized in operational management, including collection, transport, treatment and the issuing of documents such as MTR, final disposal certificates (CDF) and registrations in the

SINIR system. Data control and analysis is carried out by the Environment department, which consolidates the information into indicators such as waste generation per ton produced.

Although it does not act directly with the end consumer, Ibema contributes to the value chain by encouraging the recovery and reuse of waste associated with its products at later stages, reinforcing its commitment to sustainability.

Waste Generated – Turvo – GRI-306-3, RT-CP-150a.1

Waste composition	Waste description	Total weight (in t)
 Hazardous Waste (Class I)	Chemical product container, ashes, contaminated solids, lubricating oil, maintenance rags, PCB oil, oil and chemical product packaging, asbestos tiles, batteries, ink cartridges, light bulbs;	145.01t
 Non-hazardous waste (Class II)	Reverse logistics pallets and disposal pallets, pulper waste, WWTP fiber, WWTP sludge, rubble, boiler ash, wire, metal, paper, plastic, tubing, wood bark in general, organic waste, mechanical pulp fiber waste, pine bark sweepings	8,870.25t
Total		9,015.26t

Embu das Artes

Waste composition	Waste description	Total weight (in t)
 Hazardous Waste (Class I)	Batteries, light bulbs, contaminated waste, outpatient waste, chemical IBCs, electronic waste, wires and cables, lubricating oil, vegetable oil, grease and asbestos tiles	141.54t
 Non-hazardous waste (Class II)	PEB plastic, pallets, sludge, rubble, metal, wood, pulper waste, plastics, leftover ingestion, polyethylene sludge, scrap, trimmings and tubes.	5,673.11t
Total		5,814.65

Note 1: In Embu, 61% of the total 141.54t of hazardous waste generated is recycled and in Turvo 62% of the total 145.01t of hazardous waste generated is recycled or sent for reverse logistics.

Waste Diverted from Disposal - by Type of Recovery and Classification – GRI-306-4, RT-CP-150a.1

Hazardous waste		At Ibema	Outside Ibema	Total weight (in t)
	Recycling and reverse logistics	0	12.46t	12.46t
	Blending and co-processing	0	93.95t	93.95t
	Preparation for reuse	0	162.2t	162.2t
	Composting	0	0	0
Total		0	268.61t	268.61t
Non-hazardous waste		At Ibema	Outside Ibema	Total weight (in t)
	Preparation for reuse	2,962.88t	216.04t	3,178.92t
	Recycling and reverse logistics	0	6318.1t	6,318.15t
	Composting	0	4,702.53t	4,702.53t
	Blending for co-processing	0	737.12	737.12
Total		0	0	14,936.72t

Note1: In 2025 0.24t of outpatient waste was destined for incineration without energy recovery – **GRI 306-5**



Water and Wastewater Management

GRI 3-3, 303-1, 303-2, 303-3, 303-4, 303-5, RR-PP-140a.1

Ibema manages its water resources with a focus on operational efficiency, legal compliance and mitigating environmental impacts, considering the specificities of its industrial units located in Turvo (PR) and Embu das Artes (SP).

At the Turvo plant, the water used in the production process is taken directly from the Marrecas River and gravity-fed to the Water Treatment Plant (WTP), where it undergoes processes to meet industrial standards. After use, the effluents generated are sent to the Industrial Effluent Treatment Station (ETE), made up of a system of five lagoons (an emergency lagoon, an equalization lagoon, two aeration lagoons and a polishing lagoon), and then returned to the river, in compliance with the requirements established in CEMA resolutions 70/2009, CEMA 81/2010 and CONAMA 430/2011, as well as the conditions of the environmental licenses and permits in force. The average volume of treated effluent discharged is less than 12 m³ per ton produced. The permit allows for the abstraction of up to 300 m³/h, and in 2025 the average abstraction was approximately 140 m³/h, demonstrating management aimed at preserving the

water body’s flow. The unit is located in an isolated area, with no significant sharing of the water resource with other large industries.

At the Embu unit, water is collected from a tributary of the Córrego Embu-Mirim, also with a permit, and is treated at the ETA before use, to meet the standards required for use in the production process. After use, the effluent is treated at Ibema’s ETE and sent to the local utility (SABESP). The entire process complies with CETESB’s requirements, grants and current legislation, including Article 19-A of Decree 8.468/1976, CEMA Resolution 70/2009, CEMA Resolution 81/2010 and CONAMA Resolution 430/2011. The quality of the water returned is higher than that of the water collected.

Water-related impacts are identified and assessed through continuous monitoring of the quality of effluent treatment and the flow of water consumption and disposal. Analyses include monthly measurements at the inlet and outlet points of the intermediate treatment plants and of water quality in the process, fortnightly monitoring of parameters at the outlet of the treatment

lagoon before disposal, such as BOD and COD, and daily checks of operational indicators, such as pH and settleable solids.

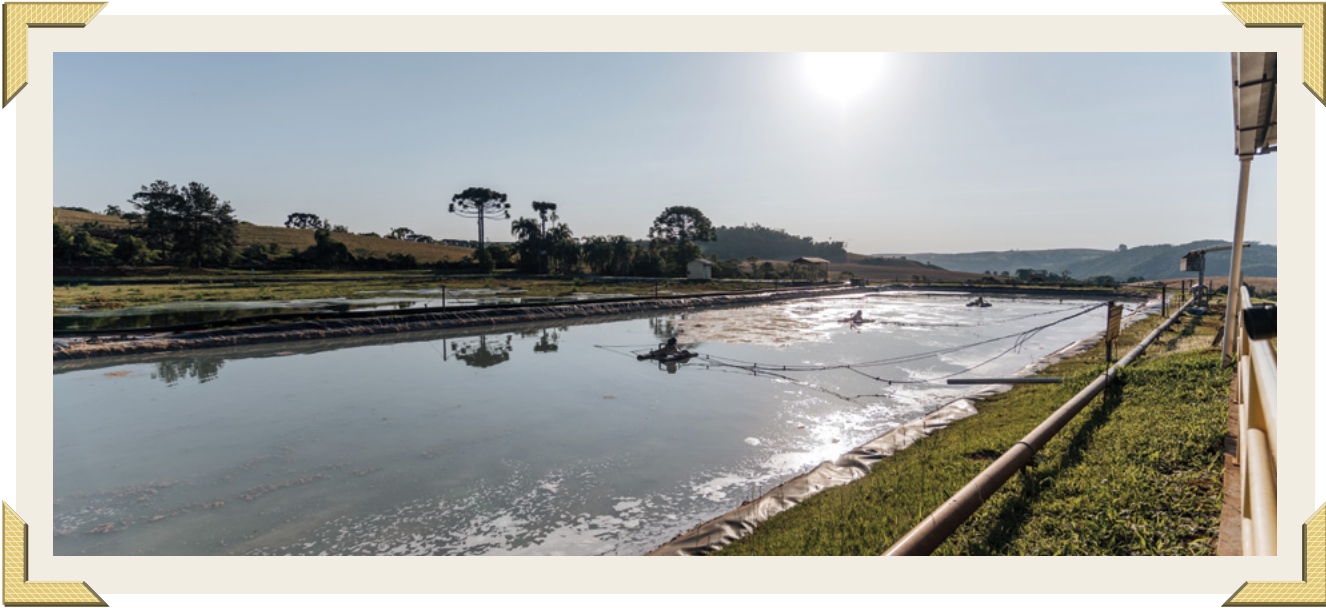
Relations with interested parties take place mainly with environmental bodies - Instituto Água e Terra (IAT) , in Paraná, and CETESB, in São Paulo - as well as the local utility company and possible questions from internal and external customers, as required.

The definition of targets and indicators is aligned with the commitment to continuous improvement and the optimization of water use. The performance indicator considers the ratio between the volume consumed and gross production in tons, and is monitored daily in operations and reported monthly to senior management through the Ibema SEI Program (Ibema Excellence System). In 2025, the Turvo unit exceeded the target set, reaching 10.72 m³/t compared to the target of 11.20 m³/t. In Embu, the result was 6.69 m³/t, compared to the target of 4.8 m³/t, which guides water efficiency management and continuous improvement efforts at the unit. The company maintains initiatives aimed at

improving the indicator, with a focus on converging on the established level, including the adoption of closed circuit systems and cooling technologies, which contribute to reducing the need for water replacement.

Ibema does not dispose of untreated effluents. Quality standards are in line with legislation and permits, and are continuously monitored by physical-chemical and biological analyses. In Turvo, the treated effluent is discharged into the Marrecas River, with monitoring upstream and downstream in accordance with the Class 2 framework. In Embu das Artes, the effluent is discharged via the SABESP system, without direct monitoring of the receiving body.

The impacts associated with operations include water consumption, noise generation and possible odors



from effluent treatment, as well as potential risks such as flooding, siltation and system failures. On the other hand, there are gains from efficient treatment, water reuse and the adoption of good operating practices.

Water management is guided by ISO 14001, with a focus on continuous monitoring, efficient use of water, recirculation in production processes and proper treatment of effluents, including partial reuse of treated water

At the Embu unit, the monitoring of water quality parameters also follows the requirements of Ordinance 888, ensuring compliance with potability and use standards. The systematic analysis of indicators ensures the effectiveness of control measures and the reliability of the processes adopted.

Engagement with stakeholders, combined with sector benchmarking practices, supports the continuous evolution of water management strategies, guiding the actions implemented and the decisions made in line with market trends and regulatory requirements. The company also maintains its commitment to transparency, through the periodic publication of reports and communication channels with information on the actions implemented that have an impact on consumption, treatment and environmental performance.

Monitoring and Management of Water Consumption and Disposal

GRI 303-3, 303-4, 303-5

Ibema monitors water collection and consumption by means of measurement and operational control systems at its Turvo and Embu units. In Turvo, water collection is monitored by the Utilities area using a magnetic flow transmitter, with records in operational spreadsheets and monthly consolidation in the Score Card managed by the Environment area, with the results reported to the Steering Committee.

At the Embu unit, measurements are taken by hydrometers installed at the collection points, with records in specific spreadsheets that allow segregated control of the sources (well and watercourse). For management purposes, the data is consolidated monthly in the Score Card as total consumption.

Effluents are discharged in accordance with the environmental licenses and permits in force, complying with the applicable resolutions and ensuring that they are only discharged after proper treatment.

Water Consumption

Units Target	Target	Achieved	Achievement of Target
Turvo	11.20 m³/t	10.72 m³/t	Yes
Embu	4.80 m³/t	6.69 m³/t	No

Water Withdrawal (in megaliters) – GRI-303-3

		2025	2024	2023
	Surface water	1,526.24	1,551.49	1,411.16
	Groundwater	16.243	16.53	19.48
	Third-party water	9.87	13.46	10.7
Total		1,536.11	1,581.41	1,441.34

Note: All the water collected by Ibema is considered fresh water, i.e. it has total dissolved solids less than or equal to 1,000 mg/L.

Water Disposal – by Destination (in megaliters)¹ – GRI-303-4

		2025	2024	2023
	Surface water	1,161.54	1,403.07	1,340.66
	Third-party water	-	-	-
Total		1,161.54	1,403.07	1,340.66

Note: All effluent discharged by Ibema is considered fresh water, i.e. it has total dissolved solids less than or equal to 1,000 mg/L. The effluents discharged by Ibema do not contain any substances of concern.

Water Consumption (in megaliters)¹ – GRI-303-5

	2025	2024	2023
Total water consumption by all areas (water withdrawal minus disposal)	137.85	178.41	100.68
Water storage (in megaliters) ¹	0.26	0.26	0.26

Note: Water storage at Ibema takes place only in the passage between collection and shipment to the factory.



Energy

GRI 302-1, 302-2 , 302-3 , 302-4, 302-5, SASB RR-PP-130a.1, SASB RT-CP-130a.1

Ibema structures its energy management with a focus on efficiency and transparency, continuously monitoring inputs and promoting actions to improve processes and minimize environmental impacts. This approach includes the balanced use of renewable and non-renewable sources, with integration of the information into the Greenhouse Gas (GHG) inventory, in accordance with the GHG Protocol guidelines.

Electricity consumption is measured through utility providers, while fuel use is monitored internally. Indicators related to electricity, biomass, and natural gas are tracked daily and analyzed monthly by the steering committee under the Ibema SEI Program, which monitors control and improvement actions aimed at reducing environmental impact. In 2025, energy consumption recorded a slight increase of 1.47% compared to the previous year , rising from 6.78 GJ/t to 6.88 GJ/t.

Energy Efficiency Initiatives at Facilities

GRI 302-4

At the **Embu das Artes** unit, Ibema implemented initiatives aimed at improving the energy efficiency of its production processes. Although no specific

quantitative reductions in the energy requirements of the products and services sold were identified, the actions contributed to the optimization of energy use and operational improvements.

Among the main initiatives, the following stand out:

- **Renovation of Gas Boilers:** modernization of equipment to increase steam generation efficiency and reduce process losses;
- **Upgrading of Electrical Transformers:** improvement in power distribution, with reduced losses and increased operational reliability;
- **Replacement of the Water Cooling System:** implementation of a more efficient system, with lower energy consumption and better operational performance.

The results were evaluated qualitatively, based on operational gains and alignment with industry best practices, since no specific studies were conducted to directly measure energy savings. Despite the efficiency gains, the facility recorded an increase of 22,883.09 GJ in total energy consumption between 2024 and 2025, primarily due to increased biomass use associated with higher production.

At the same time, initiatives aimed at increasing the energy efficiency of its production processes were also implemented at the Turvo unit. Although no specific quantitative reductions in the energy requirements of the products and services sold were identified , the actions contributed to optimizing consumption and improving operational performance.



Among the main initiatives, the following stand out:

Installation of Variable Frequency Drives on Refiners

Adjustment of rotation speed according to technical specifications, promoting greater operational stability and reduced electricity consumption.

Strengthening of Matrix Energy Management (GMD)

Installation of capacitor banks to improve power factor, reduce reactive power, and increase electrical efficiency.

Optimization of the Biomass Boiler

use of higher-quality fuel, increasing thermal efficiency and reducing waste in steam generation.

Installation of Variable Frequency Drives on Industrial Fans

reduction of electricity consumption and extension of equipment lifespan, avoiding continuous operation at maximum load.

The results were evaluated qualitatively, based on operational gains and adherence to industry best practices, since no specific studies were conducted to directly measure the energy saved.

Electricity Consumption

Units	Target	Achieved	Target Achievement
Turvo	0.514	0.494	Yes
Embu	0.619	0.628	No

Energy Consumption within the Organization – GRI 302-1

Consumption of non-renewable fuels (in GJ)		2025	2024	2023
	Gasoline	280.11	301.69	315.1
	Diesel	8,955.79	5,435.17	3,890.23
	Fuel Oil	-	0.60	0.94
	Natural Gas	261,756.55	270,888.00	247,270.67
	Liquefied Petroleum Gas	42,777.87	40,674.54	41,365.53
	Acetylene	16.84	-	-
Total		313,787.16	316,998.31	292,842.47

Note: Until 2024, Ibema Florestal’s diesel consumption was not included in the consolidated energy records. Starting in 2025, this consumption was incorporated into the total calculation, expressed in gigajoules (GJ), which contributes to the increase observed in the comparison between the periods.

Consumption of fuels from renewable sources (in GJ)		2025	2024	2023
	Ethanol	2.98	21.71	9.72
	Biomass	486,303.23	465,603.22	450,366.66
Total:		486,306.21	465,624.93	450,376.38

Total energy consumption (in GJ)				
	Electricity consumption	305,724.61	303,160.98	290,359.12
	Cooling consumption¹		-	-
	Steam consumption¹		-	-
Total		305,724.61	303,160.98	290,359.12

Note 1: Ibema’s self-generated energy sources are cooling and steam. It was necessary to restate the information on self-generated energy to avoid double counting. Energy consumption is now counted only once within fuel consumption, as the steam generated from the combustion of non-renewable (natural gas) and renewable (biomass) fuels is consumed in the production process as a form of energy.

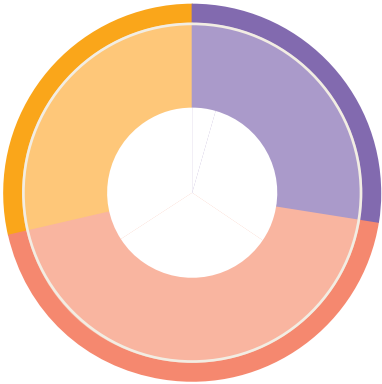
Note 2: Fuel and electricity consumption data were converted to energy consumption using the conversion factors presented in the 2022 National Energy Balance.

Note 3: Since all steam consumed by the company is generated by burning the aforementioned fuels, direct steam consumption was recorded as zero to avoid double counting. The company does not sell energy.

Note 4: Data consolidation and analysis are performed using the Smart32 tool, which integrates information on electricity and natural gas consumption indicators.

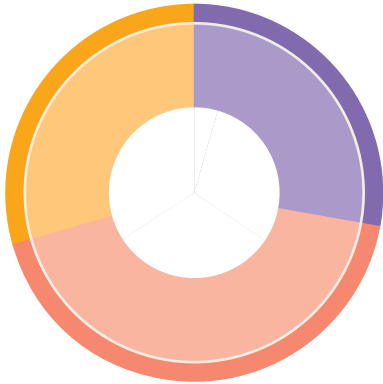
Total Energy Consumed – SASB RR-PP-130a.1, SASB RT-CP-130a.1

2025



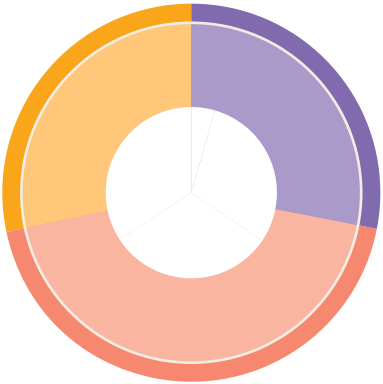
27.60 – Percentage of grid electricity
43.90 – Percentage of energy supplied by biomass
28.50 – Percentage of non-renewable energy

2024



27.91 – Percentage of grid electricity
42.87 – Percentage of energy supplied by biomass
29.22 – Percentage of non-renewable energy

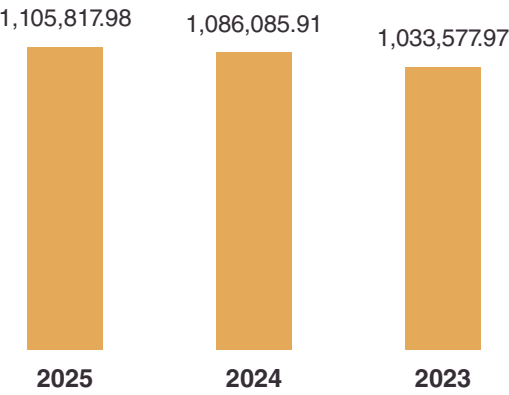
2023



28.10 – Percentage of grid electricity
43.57 – Percentage of energy supplied by biomass
28.33 – Percentage of non-renewable energy

Note: We do not use energy supplied by biomass at the Embu unit.

Total Energy Consumption (GJ)



Note: Total energy consumption refers to the sum of the total values of fuels, both renewable and non-renewable, and the values of electricity consumed.

Energy Intensity within the Organization – GRI 302-3

Total energy consumption (GJ)	1,105,817.98
Gross production volume, in tons (denominator)	160,769
Energy intensity (GJ/t)	6.88

Note: Ibema does not monitor energy consumption outside the organization (**GRI 302-2**). Intensity indicators are calculated by dividing absolute energy consumption by gross paper production, measured in tons.

Climate Change

GRI 201-2, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7, SASB RR-PP-110a.1, SASB RT-CP-110a.1, 7, SASB RR-PP-120a.1, SASB RT-CP-120a.1

Climate change represents one of today's major global challenges, with direct impacts on economic dynamics and industrial operations. Given this scenario, Ibema adopts a structured approach to identifying, assessing, and managing climate risks, recognizing them as critical elements for business continuity and resilience.

The analysis conducted by the company identified highly relevant interconnected environmental risks, notably the water crisis, rainfall shortages, reduced forest cover, and the possibility of power generation failures—especially in contexts dependent on hydroelectric power. These factors, classified as High and Critical severity, directly affect the availability of natural resources, operational stability, and the balance of ecosystems, requiring continuous monitoring and structured responses. Physical risks, both acute and chronic, are considered a priority and are continuously monitored across all units, with particular attention to extreme events such as floods, flash floods, and other environmental occurrences.

To manage these risks, Ibema developed its Corporate Risk Map, built using information from internal

processes, projects, legal obligations, and contributions from managers, the executive board, the presidency, and stakeholders. This tool guides the prioritization and allocation of investments, which are evaluated and approved by the Executive Risk Committee, with annual reviews or as needed. In cases of more severe risks, immediate mitigation measures are implemented, including structural projects aimed at preventing critical events, such as flooding and operational impacts resulting from adverse weather conditions.

The company also maintains a portfolio of initiatives with a horizon extending to 2030, focused on climate change mitigation and adaptation, reviewed annually based on criteria of sustainability, strategy, and economic viability. Among the key actions are increased use of renewable energy, reduced water consumption, and the implementation of measures to reduce greenhouse gas (GHG) emissions. In this context, Ibema has set a target to reduce CO₂ emissions per ton produced by 70% by 2030 (Scopes 1 and 2, base year 2020).

The emissions inventory is prepared in accordance with the GHG Protocol guidelines, using emission factors



and Global Warming Potential (GWP) values defined by this standard, in addition to support from a specialized technology platform for monitoring and analyzing results. This approach strengthens climate risk management and contributes to data-driven decision-making, aligned with international best practices.

In this way, Ibema consolidates integrated management of climate risks and opportunities, incorporating the issue into its strategic and operational decisions, with the aim of strengthening business resilience and contributing to the transition to a low-carbon economy.

GHG Emissions from Ibema Industrial Plants [tCO₂e] – GRI 305-1, 305-2, 305-3, SASB RR-PP-110a.1, SASB RT-CP-110a.1

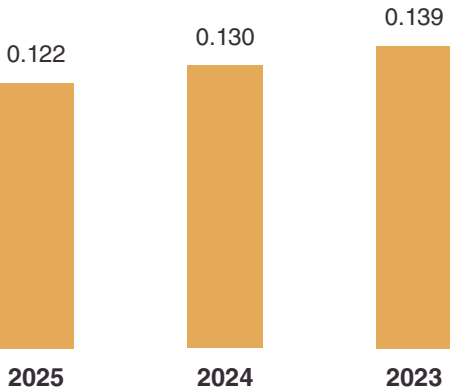
	2025	2024	2023	2024 x 2025
Scope 1	18,943	19,011	18,397	-0.36
Scope 2	708	1,766	3,076	-59.9

Notes:

- Scope 1 includes, in addition to CO₂, CH₄, N₂O, and HFCs. Emissions from PFCs, SF6, and NF3 are zero, according to the Greenhouse Gas Inventory. No emissions of these gases were identified in operations.
- Scope 2 considers CO₂ emissions.
- The approach chosen for the calculation was operational control with a base year of 2025.
- The only sources of emission factors and global warming potential (GWP) used were those from the GHG Protocol.
- Ibema's biogenic emissions are Scope 1 and total 49,174.07 tCO₂e in 2025, 47,045 tCO₂e in 2024, and 45,071.796 tCO₂e in 2023.
- The inventory process is conducted by the Environment and Sustainability departments with the support of an external consulting firm.
- Ibema's Scope 3 GHG inventory is conducted only in the second half of the year. Ibema is still in the data evaluation phase and, for this reason, it will not be published.

Emissions Intensity – GRI 305-4

tCO₂ (Scope 1 and 2 emissions) / tons produced



Note: The gases included in the calculations are the same as those used to define Scope 1 and Scope 2 emissions (CO₂, CH₄, N₂O, and HFCs)

Reduction of GHG Emissions GRI 305-5

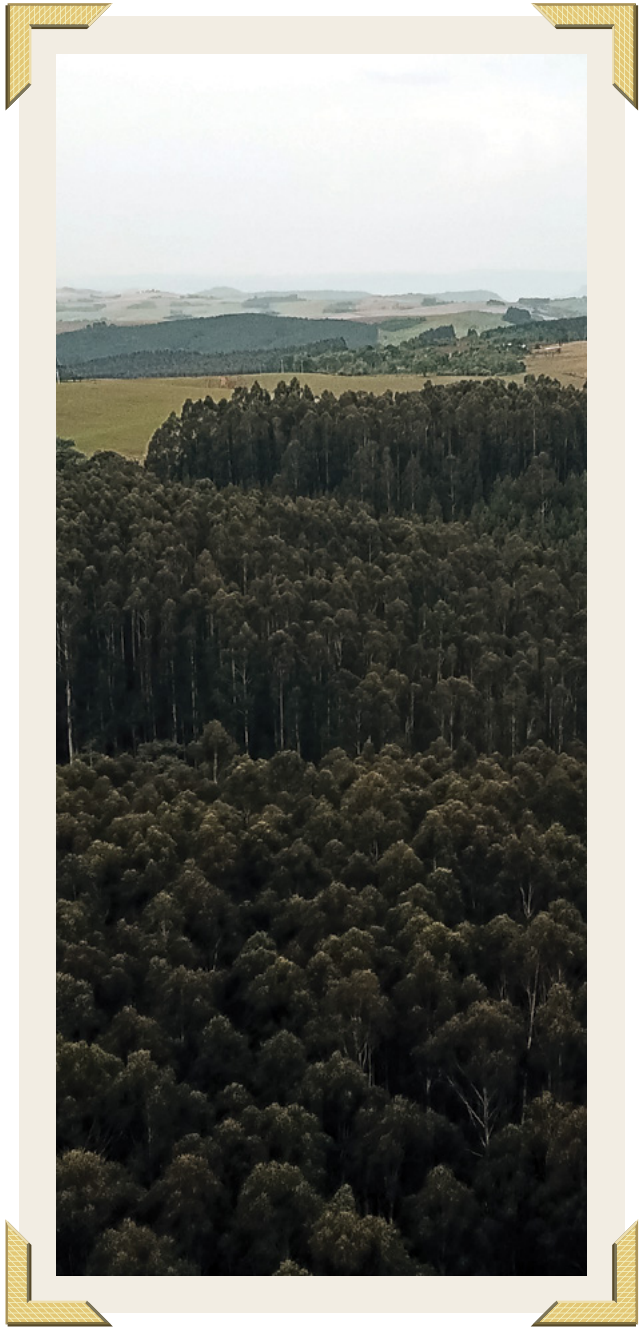
In 2025, the organization recorded a reduction in greenhouse gas (GHG) emissions under Scopes 1 and 2, reflecting progress in carbon management and operational efficiency. Direct emissions (Scope 1) totaled 18,943 tCO₂e, compared to 19,011 tCO₂e in 2024, showing a slight reduction associated with process optimization and control of emission sources. Indirect emissions from electricity consumption (Scope 2), on the other hand, showed a more significant reduction, falling from 1,766 tCO₂e in 2024 to 708 tCO₂e in 2025. This change in Scope 2 is mainly due to the reduction in the

emission factor of the National Interconnected System. The decline in Brazil's average monthly CO₂ emission factor from 2024 to 2025 is primarily related to the update of the calculation basis used by the Ministry of Science, Technology, and Innovation (MCTI) and the increased share of renewable sources in the electricity mix.

NOx, SOx, and Other Significant Atmospheric Emissions – GRI 305-7, SASB RR-PP-120a.1, SASB RT-CP-120a.1

	2025	2024	2023
NOx (t/year)	54,315	78.60	92.63
Particulate Matter (t/year)	69,250	227.60	174.30

- Note 1:** The methodologies used in the calculation follow the standards of the Brazilian Association of Technical Standards (ABNT) and CETESB. The emission sources are boilers fueled by natural gas and/or biomass (wood chips). Measurements are performed by a contracted company at predetermined intervals to assess the boilers' emission sources.
- Note 2:** The methodology for calculating atmospheric emissions from a natural gas boiler may also involve Continuous Emission Monitoring Systems (CEMS), engineering calculations, and mass balance. CEMS measures pollutant concentrations in real time (), while engineering calculations estimate emissions based on gas consumption and combustion efficiency. Mass balance quantifies pollutants based on the ratio of inputs to outputs. These methods ensure precise control and compliance with environmental standards.
- Note 3:** No other significant atmospheric emissions were identified.
- Note 4:** In 2025, equipment was replaced, enabling improvements to the ash discharge system. This change reduced unwanted air intake during the ash and particulate extraction process, contributing to a decrease in NOx and particulate matter emissions during the period.



Environmental Protection and Forest Conservation

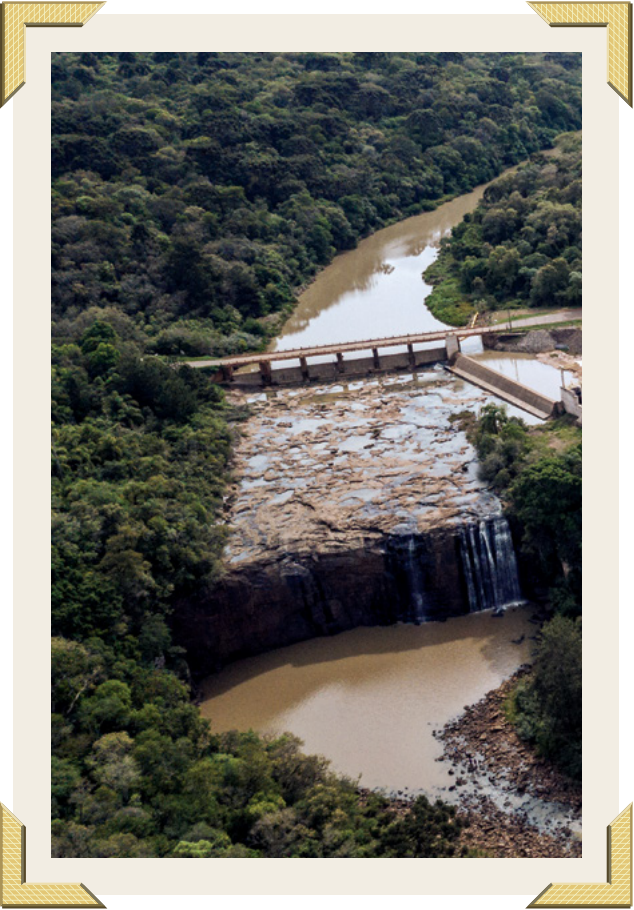
GRI 3-3, 304-1, 304-2, 304-3, 101-1, 101-2, 101-4, 101-5, 101-6, 101-8, RR-PP-000.B , RR-PP-000.C, RR-PP-430a.1, RT-CP-430a

In 2025, Ibema produced over 160,000 tons of jumbo paper. To achieve this, the company maintained forest management based on a preventive approach, aligned with legal compliance and best silvicultural practices, ensuring continuous monitoring of its operational and environmental impacts. In this context, the company tracks relevant indicators, such as planted and harvested area, volume produced, seedling survival rate, proper waste disposal, and maintenance of permanent preservation areas (APP) and legal reserves, ensuring the environmental integrity of its operations.

Monitoring is conducted systematically through technical field inspections and periodic management review meetings, enabling the identification of opportunities for improvement and the continuous enhancement of processes. Among the key commitments undertaken, the following stand out: the exclusive use of FSC®-certified or Controlled Wood fibers; the conduct of

internal and external audits to verify environmental and forestry compliance; alignment with the National Solid Waste Policy (PNRS); and the adoption of corporate guidelines focused on the circular economy, including the Zero Landfill target.

Relationships with stakeholders play a fundamental role in the evolution of environmental management. Ibema maintains ongoing dialogue with regulatory agencies, such as CETESB and IBAMA, ensuring compliance with legal requirements and the updating of licenses and permits. In addition, it monitors certified waste disposal companies and promotes the engagement of internal teams through forums and specific meetings. Interactions with these stakeholders have contributed to strengthening environmental controls, expanding traceability, and implementing operational improvements, demonstrating the effectiveness of the measures adopted.



Environmental Management
at Operational Units

GRI 304-1, 304-2, 304-3, 304-4

With the aim of ensuring environmental conservation and strict compliance with applicable laws, Ibema conducts its operations while taking into account both protected areas and their zones of influence. At the Turvo facility, located within an area of approximately 0.5920 km² designated for industrial and administrative activities, the company maintains 0.0763 km² of environmental preservation areas near the Marrecas River. Additionally, it preserves strips of native vegetation around the facilities, contributing to the protection of local biodiversity.

At the Embu das Artes facility, located in an urban area, the company also implements environmental preservation measures, maintaining a permeable area of 0.024 km², in accordance with the guidelines of the Metropolitan Water Source Protection Legislation. In this area, no construction or any form of use that compromises its integrity is permitted, ensuring the protection of the surroundings of the Permanent Preservation Area (APP) of the Embu-Mirim Stream, a tributary of the Embu River. Additionally, the facility has areas designated for operations, including 0.025 km² of built-up area, as well as spaces distributed among parking and the entrance gate (0.02 km²), industrial and administrative activities



(0.034 km²), and finished product storage (0.0045 km²), organized in a way that balances operational efficiency and environmental responsibility.

Ibema Forestry

GRI 101-1, 101-2, 101-4, 101-5, 101-6, 101-8, RR-PP-000.C, RR-PP-430a.1, RT-CP-430a

In 2025, Ibema Florestal continued to consolidate its planting and harvesting operations, reinforcing its strategy of vertical integration of raw materials through the acquisition of areas considered strategic. At the

same time, the company maintained partnerships focused on the restoration of native vegetation and the promotion of planting species relevant to the local biome, such as the Araucaria, a symbol of Paraná. Following the resumption of planting activities in September 2024, efforts also included essential preparatory steps, such as clearing previously cultivated areas and harvesting timber, thereby strengthening the integrated management of fibers². In this context, the company continues to invest in silviculture, promoting the cultivation of eucalyptus and pine as a way to ensure the long-term sustainability of the forest supply.

2. In 2025, Ibema used approximately 45,945.85 logs of pine and eucalyptus in its production process. All the wood fiber used by Ibema comes from certified or controlled sources, in compliance with applicable regulatory requirements.

Operations are conducted on company-owned and leased lands, including regions that encompass Legal Reserves (RL) and Permanent Preservation Areas (APP). Ibema Florestal operates in compliance with the Brazilian Forest Code, ensuring the responsible use of these areas and conducting technical surveys to further map the interactions between its activities and protected environments. It should be noted that the company does not have operational units located within or in the immediate vicinity of protected areas.

By adopting sustainable management and conservation practices, Ibema Florestal aims to contribute to the maintenance of essential ecosystem services, generating benefits that extend beyond its operations. These positive impacts are reflected in environmental preservation, the strengthening of the local economy, and the improvement of communities' quality of life, reinforcing the company's commitment to long-term sustainability.

Ibema adopts sustainable management and conservation practices to help maintain essential ecosystem services in the regions where it operates.

Monitoring of Impacts on Biodiversity

Environmental impact monitoring is conducted using an aspects and impacts matrix, which allows for the identification, assessment, and tracking of direct and indirect effects of operations on the environment. This analysis considers both positive impacts, such as increased biodiversity in managed areas, and negative impacts, such as emissions or changes in ecosystems. In cases where adverse effects are identified, mitigation measures are defined and implemented with the aim of minimizing the impacts of activities.

Among the main potential impacts on biodiversity are changes in fauna composition, risks of animal roadkill, introduction of exotic species, reduction in species abundance, and changes in the landscape. To mitigate these effects, the company adopts practices such as continuous monitoring of wildlife, restrictions on hunting and fishing, restoration of permanent preservation

areas, traffic control in sensitive areas, establishment of ecological corridors, sustainable management and preservation of native vegetation patches, as well as the use of native species in restoration projects.

The management of these impacts is guided by a mitigation hierarchy, prioritizing prevention through environmental planning, followed by minimizing effects through appropriate operational practices, restoring previously degraded areas—many of which have been converted from pastures to productive forests—and, when necessary, environmental compensation. In this context, Ibema remains committed to actively monitoring properties that may be impacted by its operations, notably the Nossa Senhora Aparecida I Farm, the Santa Terezinha Farm, and the Carlo Acutis Farm (72.46 ha), among other areas distributed across its forest portfolio.

Although it does not yet have a formal, structured biodiversity compensation system, Ibema Florestal is making progress in developing guidelines for this area, including ecological restoration initiatives, habitat preservation, and the creation of ecological corridors. The company is also developing a biodiversity management plan, expected to be completed by December 2026, which will consolidate continuous monitoring through tools such as habitat mapping and tracking of fauna and flora, strengthening the integration of biodiversity into its operations and long-term sustainability strategy.

Policies and Commitments

Ibema adopts environmental policies and commitments aligned with national and international regulatory standards, focusing on biodiversity conservation and the sustainable use of natural resources. Among the main guidelines are sustainable forest management, based on certifications such as FSC® and PEFC, the protection of areas of high conservation value, the restoration of degraded areas, and the application of the mitigation hierarchy to reduce environmental impacts. For more information on forest certifications, [visit the page 93](#).

In line with its 2030 goals, the company promotes reforestation projects, implements good silvicultural practices, and strengthens connectivity between habitats through ecological corridors. These guidelines are incorporated into forest planning and management, with the establishment of targets and indicators for continuous monitoring of impacts on biodiversity.

In carrying out its operations, Ibema prioritizes low-impact techniques, conducts continuous environmental monitoring, and adopts measures to protect water resources and permanent preservation areas, ensuring the conservation of ecosystems in the regions where it operates.

Environmental Preservation

As part of its forestry agenda, Ibema develops initiatives that integrate environmental restoration and biodiversity conservation, notably the Pinhão Project and wildlife monitoring efforts.

The Pinhão Project is focused on the recovery of areas previously degraded by agricultural use, promoting restoration through the strategic planting of native species, such as the araucaria, and the continuous monitoring of regeneration processes. The initiative is already yielding significant results, with areas in the early stages of recovery and generating positive impacts in the short and medium term, contributing to the restoration of ecosystems and the formation of ecological corridors.

Additionally, wildlife conservation efforts reinforce the effectiveness of this process. Through continuous

monitoring with cameras and sighting records, the Company tracks the presence and diversity of species in the areas undergoing recovery. This data not only demonstrates the gradual return of wildlife but also serves as an indicator of environmental quality and the evolution of restored ecosystems.

In an integrated manner, the projects strengthen the preservation of APP and Legal Reserve areas, expand the availability of natural habitats, and contribute to the maintenance of biodiversity, aligning environmental conservation, the generation of ecological value, and compliance with regulatory requirements.



Safety and Prevention

Ibema adopts a preventive and integrated approach to mitigate climate and operational risks, focusing on fire prevention and strategic management against frost and drought.

Forest fire prevention actions are structured around continuous monitoring, the use of technology, and team training. The Company maintains active surveillance of the areas, conducts recurring training, performs maintenance on firebreaks, and ensures the availability of appropriate equipment, in addition to strengthening communication with stakeholders during critical periods. As a result of these measures, even in the face of incidents on neighboring properties, no area of Ibema Florestal was affected in 2025, demonstrating the effectiveness of the practices adopted.

Additionally, strategic management against frost and drought reinforces the resilience of forestry operations in the face of climate variations. This approach involves proper planning of the planting schedule, prioritizing safer windows, the application of protective treatments to seedlings, and constant monitoring of weather conditions. In 2025, these initiatives ensured the full establishment of planted areas, with no losses associated with adverse weather events. Together, these efforts strengthen the protection of forest assets, ensure operational continuity, and contribute to the sustainability and productivity of managed areas.

Operational Excellence

In the area of operational excellence, Ibema made progress in the scientific validation of soil quality, strengthening the technical basis for decision-

making and increasing forest productivity. In 2025, the Company expanded upon the studies already underway on soil fertility, incorporating mineralogical analyses using advanced technologies, which allowed for a more precise understanding of soil composition and productive potential. The initiative benefited from the contributions of leading experts and institutions, enhancing the technical rigor of the assessments conducted in forest areas. Aspects such as soil type, formation, fertility, and productive capacity were analyzed, enabling an integrated and more strategic view of management.



Responsibly Sourced and Certified Wood

GRI 3-3, 307-1, 308-1 , 308-2, RR-FM-000.A , RR-FM-160a.1

Ibema manages its forest supply chain with a sense of responsibility and a commitment to sustainable practices, recognizing the risks associated with the origin of wood in its forest supply chain, including potential impacts related to illegal sources, unauthorized deforestation, land conflicts, and human rights violations. To mitigate these risks, the company adopts a preventive approach based on periodic mapping, risk assessments, and audits, ensuring the responsible

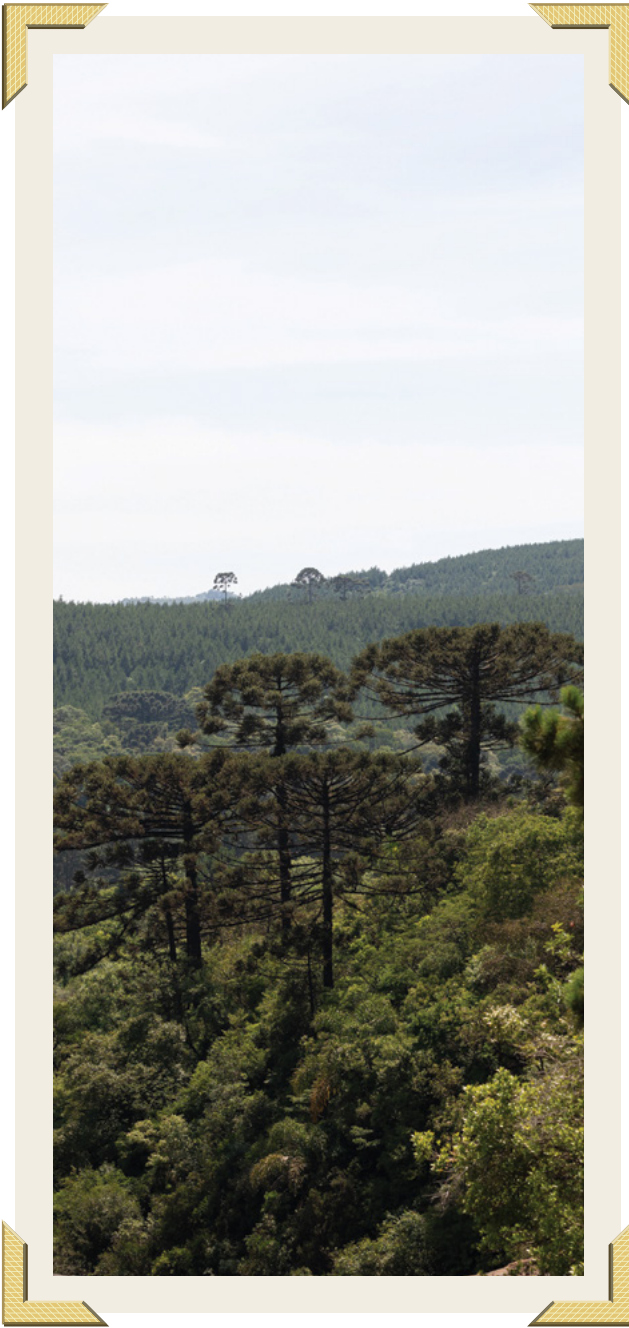
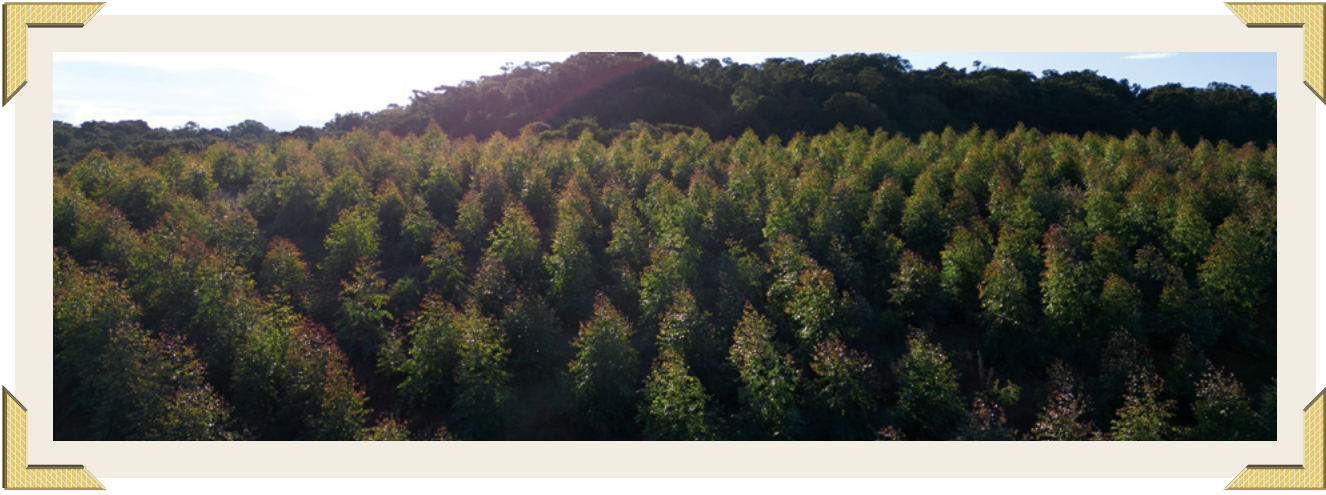
sourcing of the raw materials used in its operations.

The company combines its own forest management with the procurement of virgin and recycled fibers and other inputs, applying rigorous criteria for supplier selection, approval, and continuous monitoring. This process includes document review, verification of legal compliance and socio-enviro , and, when necessary, technical audits. Traceability is guaranteed through an

FSC®-certified system, allowing for the tracking of the chain of custody from the source to the final product.

Responsible timber management contributes to biodiversity conservation, sustainable forest management, climate change mitigation, and respect for human rights throughout the value chain. On the other hand, the company recognizes that failures in traceability or supplier control can generate environmental, social, and reputational risks, which reinforces the importance of robust controls and continuous monitoring.

To prevent and address deviations, Ibema maintains structured control mechanisms, including monitoring the validity of certifications, defining corrective action plans, and, when necessary, suspending non-compliant suppliers. The effectiveness of these measures is assessed through internal and external chain-of-custody audits, as well as monitoring of indicators such as non-conformities and compliance with action plans. In 2025, Ibema did not identify any cases of non-compliance with environmental laws and regulations that resulted in significant fines or non-monetary sanctions.



Certifications

Ibema maintains a formal commitment to sourcing wood and fibers from responsible and certified sources, in accordance with guidelines established in its Sustainability Policy and the FSC® Unified Policy. This set of standards consolidates corporate practices related to the Chain of Custody, including the prevention of the use of wood from controversial sources, compliance with legal requirements, respect for human rights, and adherence to FSC® international standards.

The company operates under FSC® Chain of Custody certification, in the Multi-Site modality, ensuring traceability, proper segregation, and control of certified materials throughout all stages of the production process. This system is complemented by formal criteria for supplier approval and evaluation, which require legal compliance, valid documentation, and adherence to recognized social and environmental standards, contributing to risk mitigation in the supply chain.

Relationships with stakeholders also play a significant role in the continuous improvement of these practices. Customers, suppliers, certifiers, employees, and regulatory agencies directly influence the evolution of the controls adopted, especially in light of market demands for certified and traceable materials. External audits and technical interactions with strategic partners also support process reviews and the strengthening of risk management, while internally the topic is monitored through critical analyses by leadership and management forums.

The effectiveness of these actions is evidenced by the maintenance of certification, the continuous delivery of certified products, and transparency in communication with stakeholders, including the provision of traceability information when requested, the submission of evidence during audits, and the disclosure of results through the Sustainability Report.



Commitments

Reduction in Water



Commitment

Sustainably manage water in our industrial processes

Our Goal or Ongoing Actions

We are currently restructuring our ongoing initiatives, and based on the results obtained from this process, we will be able to define a long-term goal to be published in the next integrated report.

In the Environment pillar, the team is being structured to lead a new work initiative focused on defining reduction actions, providing greater clarity and consistency for future strategic planning.

It is worth noting that this issue remains material to the organization and will continue to be addressed internally on an ongoing and strategic basis.

Our Progress

Ibema has committed to reducing specific water consumption at the Turvo unit by 25%, using 2021 as the base year and with an original deadline of 2024. By the end of 2025, the Company had achieved a cumulative reduction of 16%, reflecting progress in water efficiency over the period.

This result stems from the continuous implementation of structured operational control measures, improvements in production systems, equipment upgrades, and the strengthening of water management routines. These initiatives have enabled the reduction of losses, the optimization of processes, and the consolidation of an internal culture focused on the conscious use of water.

From a technical and comparative standpoint, the specific consumption currently practiced by the unit already serves as a benchmark for the segment, demonstrating significant gains in operational efficiency over the past few years. Nevertheless, Ibema recognizes that there are additional opportunities for improvement, particularly through investments of greater technical complexity, process innovations, and the deepening of management practices aligned with monitoring and control.

Thus, although the initial target was not fully achieved within the originally defined timeframe, the results obtained demonstrate the effectiveness of the actions implemented. The Company maintains this issue as a strategic priority, reinforcing its commitment to the continuous improvement of water resource management and e, aligned with environmental best practices, operational resilience, and regulatory requirements.

What We Will Do in 2026

In 2026, Ibema will continue to evolve its water management, reinforcing its commitment to reducing water consumption through an even more integrated and performance-driven approach. Strict compliance with legal environmental requirements will also become a corporate goal, aligned with the Profit-Sharing Program (PPR), strengthening governance and operational discipline on the subject.

The Company will continue to expand synergies between the Environment and Process Engineering departments, focusing on the development and implementation of projects aimed at monitoring, controlling, and optimizing water use in production processes. This joint effort will allow for greater precision in identifying opportunities, reducing losses, and increasing water efficiency.

Negative Landfill



Commitment

To be a Zero-Landfill company by ensuring that all waste generated by Ibema is not sent to landfills and by contributing to the proper disposal of solid packaging waste from the market.

Our Goal or Ongoing Actions

Recycle 9,000 tons of post-consumer waste that would otherwise be sent to landfills by 2030.

Our Progress

Ibema views the circular economy as one of the strategic pillars of its operations, incorporating this concept into environmental management, the optimization of the production chain, and the reduction of waste sent to landfills and dumps. Between 2021 and 2025, the company recycled approximately 14,800 tons of waste, helping to reduce pressure on landfills and mitigate the environmental and social impacts associated with improper disposal. At the same time, it maintains ongoing environmental education initiatives, focusing on promoting recycling, the conscious use of resources, and combating plastic pollution. As a result of these efforts, Ibema maintained, for the third consecutive year, its Zero Landfill certification in its operations.

In this context, the target set for December 2025 showed significant progress, with 74% of the projected volume achieved for the period between 2021 and 2025. The remaining percentage is mainly associated with technical and operational adaptation needs, as well as a shift in market demand.

This progress occurred in a less favorable scenario for the recycling chain, characterized by fluctuations in the availability and competitiveness of post-consumer waste, as well as e , logistical, and economic challenges. Given this context, Ibema adopted a prudent and strategic approach, balancing operational efficiency, economic viability, and environmental commitments.

Although the goal was not fully achieved within the initially planned timeframe, the results achieved demonstrate the consistency of the strategy adopted and reinforce the Company's commitment to the continuous evolution of the circular economy, supported by responsible technical decisions and structural investments.

What We Will Do in 2026

Next year, Ibema will continue to expand its initiatives to encourage recycling, focusing on strengthening the entire chain and increasing the availability of post-consumer raw materials with quality and scale compatible with business needs. This progress will involve strengthening partnerships with brand owners and various actors in the chain, including cooperatives, recyclers, logistics operators, and other strategic agents, promoting greater integration, traceability, and efficiency in the flow of materials.

At the same time, the Company will continue to invest in technical and operational improvements that expand the capacity to use recycled fibers in its processes, always in line with the quality and performance standards of its products. Through this coordinated and continuous effort, Ibema reaffirms its commitment to circularity and to implementing the necessary measures to ensure the full achievement of the target.

Diversity, Equity, and Inclusion



Commitment
Ensure a diverse, equitable, and inclusive work environment.

Our goal or ongoing actions
By 2030, increase the total number of women by 30%, including in leadership positions.

Our Progress
By 2025, we will advance in tracking diversity indicators through the Sustainability Pillar, continuously monitoring the female hiring rate in partnership with business units. Concurrently, we are implementing the strategic restructuring plan for We Care, which has transitioned from operating exclusively as a women’s affinity group to embracing a broader purpose.

We Care now comprehensively encompasses the themes of Diversity, Equity, and Inclusion (DE&I) and Wellbeing, taking an active role in caring for employees’ well-being. The initiative has established itself as a cross-functional platform, connecting diversity, health, quality of life, development, and career, and contributing to the creation of a healthier, more inclusive, and sustainable organizational environment.

Breast cancer awareness campaigns were promoted at various Ibema locations through educational lectures and the sharing of information on prevention and health care. These initiatives were developed in collaboration with the Internal Commission on Occupational Safety and Health (CIPA), strengthening a culture of care, prevention, and shared responsibility for employee health.

Ibema provided institutional support for the “Mulheres de Impressão” event, an initiative aimed at promoting female representation in the paper and printing

industries, reinforcing the company’s commitment to diversity and inclusion in the sector.

What We Will Do in 2026
In 2026, We Care will establish itself as a key agent of transformation through the implementation of a structured annual calendar of initiatives aimed at strengthening the DE&I and Wellbeing agenda. The goal is to expand the positive impact on employees’ health, development, and experience, contributing to an increasingly inclusive, humane, and sustainable Ibema.

Among the planned initiatives, “Março Lilás” stands out, dedicated to raising awareness and preventing cervical cancer, with informational activities aimed at both women and men, reinforcing the importance of prevention and regular screenings.

In addition, in 2026, the focus will be on consolidating initiatives with greater impact, with a priority on increasing female representation within the organization. To this end, the following will be strengthened:

- Efforts to attract female talent;
- Initiatives focused on women’s training and employability, through expanded partnerships with educational institutions;
- Revision of job postings to make them more inclusive and attractive;
- Structuring of selection processes that are more diversity-oriented, including a pilot project for affirmative action positions focused on increasing female representation.

This pilot will allow us to assess the initiative’s effectiveness and guide potential future expansions, consistently contributing to the advancement of the company’s diversity goals.

Reducing the Impacts of Climate Change in Ibema’s Areas of Operation



Commitment
Reduce the impacts of climate change in Ibema’s areas of operation

Our Goal or Ongoing Actions
Reduce CO₂ emissions by 70% per ton of production by 2030. (Scope 1 and 2 – Base year 2020)

Our Progress
In 2025, Ibema continued its decarbonization strategy, aligned with the commitment to reduce greenhouse gas emissions by 70% per ton produced by 2030, considering Scopes 1 and 2, with a base year of 2020. Throughout the period, the Company maintained its focus on energy efficiency measures and the effective management of its processes.

These initiatives involved preventive maintenance and the improvement of process controls, contributing to operational stability and the mitigation of Scope 1 emissions. At the same time, the company maintained its guidelines regarding investment in renewable energy through strategic contracts and partnerships, such as the one signed with the Curral Novo Wind Farm (PI). This initiative enabled the full offsetting of Scope 2 emissions from the Turvo unit, which accounts for the Company’s highest productivity. Additionally, 2025 marked the inclusion of Ibema Florestal’s activities in the Corporate Greenhouse Gas Inventory, expanding the Company’s scope of measurement and climate transparency.

Finally, we received recognition by earning the FGV Gold Seal in the Public Emissions Report, reinforcing the methodological robustness and governance of the process.

What We Will Do in 2026
In 2026, Ibema will advance its decarbonization agenda, focusing on consistent progress toward the global goal of reducing emissions by 70% by 2030. The Company will continue to prioritize the structuring and advancement of strategic projects already mapped out in its medium- and long-term planning, recognizing that these initiatives are fundamental to enabling more significant reductions and generating a major leap forward in its decarbonization trajectory.

Throughout the year, efforts will be intensified to ensure the technical, economic, and operational feasibility of these projects, expanding the capacity to capture emission reduction opportunities and strengthening integration among the areas involved.

Additionally, Ibema will continue verifying its greenhouse gas emissions inventory, reinforcing the reliability, transparency, and traceability of the reported information. The Company will also maintain its partnership with the wind farm in Piauí, strengthening its Scope 2 emissions offset strategy and contributing to the expansion of renewable sources in its energy mix.

Promoting Education



Commitment
Promote education by improving the performance of basic education in the regions where we operate.

Our Goal or Ongoing Initiatives
Provide learning opportunities by 2024 for 100% of Ibema employees who have not completed elementary or high school. Implement the Ibema Education Program, ensuring quality education for 3,000 students and education professionals in Turvo by 2030.

Our Progress
In 2025, we strengthened our role as advocates for education, expanding the reach of communication and engagement initiatives aimed at helping employees and communities complete their schooling. We promoted access to information and supported participation in existing educational programs, such as EJA and ENCCEJA, through internal communications, mobilization, and encouragement to take preparatory courses, helping more people to complete their studies.

We also consolidated and expanded partnerships with institutions such as SESI, SENAI, and SENAR, broadening opportunities for professional certification and skills development aligned with market demands, including training programs for company employees.

We maintained close engagement with schools in the regions where we operate, strengthening relationships with the school community and coordinating with Department of Education offices to support educational activities. In this context, initiatives such as the Papel Amigo Program contributed to providing paper to

nearby schools, promoting the replacement of plastic materials, reducing costs, and encouraging more sustainable practices.

In addition, through the Embalando a Arte project, we have expanded access to culture in schools and communities, promoting cultural experiences and pedagogical training workshops for educators. The initiative strengthens the integration between culture and education, expanding the use of culture as a learning tool and impacting an ever-growing number of children.

What We Will Do in 2026
In 2026, our commitment will focus on creating a lasting impact, further encouraging the completion of schooling. We will intensify engagement and communication efforts related to Adult and Youth Education (EJA) and the National Program for Adult and Youth Education (ENCCEJA), integrating new initiatives to encourage learning and expanding the reach of these programs among employees and communities.

We will continue to invest in professional training in partnership with the S System, offering courses and training tracks aligned with the needs of the community and industry.

We will continue existing initiatives, such as the Papel Amigo Program, maintaining support for schools with materials that contribute to more sustainable teaching practices. We will continue to promote initiatives that encourage student leadership, support for families, and the strengthening of the local educational network, including support for infrastructure improvements, recognizing that regional development directly impacts education.





GRI Content Index

GRI/SASB Indicators	Disclosure	Note	Omission	Page
GENERAL STANDARD CONTENT				
GRI 2: STANDARD CONTENT 2021	THE ORGANIZATION AND ITS REPORTING PRACTICES			
	GRI 2-1	Organizational details		12, 20
	GRI 2-2	Entities included in the organization's sustainability report		12, 20
	GRI 2-3	Reporting period, frequency, and contact point		20, 47
	GRI 2-4	Restatements of information		20, 47
	GRI 2-5	External assurance	This report has not been externally verified.	
	OPERATIONS AND WORKFORCE			
	GRI 2-6	Activities, value chain, and other business relationships		12
	GRI 2-7	Employees		50
	GRI 2-8	Non-employee workers		50
	GOVERNANCE			
	GRI 2-9	Governance structure and composition		24, 25, 26, 27, 28
	GRI 2-10	Appointment and selection of the highest governance body		24, 25, 29
	GRI 2-11	Chair of the highest governance body		24, 25, 26, 28
	GRI 2-12	Role of the highest governance body in overseeing the management of impacts		24, 26, 28
	GRI 2-13	Delegation of responsibility for managing impacts		24, 26
	GRI 2-14	Role of the highest governance body in overseeing impact management		24, 26, 28, 29
	GRI 2-15	Conflicts of interest		33
	GRI 2-16	Reporting of critical concerns		33
	GRI 2-17	Collective expertise of the highest governance body		26, 28
	GRI 2-18	Assessment of the performance of the highest governance body		26, 28

GRI/SASB Indicators	Disclosure		Note	Omission	Page
GRI 2: STANDARD CONTENT 2021	GRI 2-19	Compensation policies			32
	GRI 2-20	Process for determining compensation			32
			In 2025, the ratio of the total annual compensation of Ibema's highest-paid individual to the average compensation of employees was 31.75 times. During the same period, the percentage change in this executive's compensation was 0.93% lower than the average change in compensation for other employees.		
	GRI 2-21	Annual Total Compensation Ratio	The observed reduction in the compensation of the highest-paid individual compared to 2024 is associated with lower long-term incentive (LTI) payments, which were approximately half the amount of the previous fiscal year, due to the conditions established in the current three-year cycle, scheduled to end in 2026. On the other hand, the overall average compensation increased, reflecting the e y payment of targets achieved in 2024, the financial effects of which occurred in 2025.		
	STRATEGIES, POLICIES, AND PRACTICES				
	GRI 2-22	Statement on the sustainable development strategy			4, 5
	GRI 2-23	Engagement policies			24, 25
	GRI 2-24	Incorporating policy commitments			24, 25
	GRI 2-25	Processes to address negative impacts			4, 5
	GRI 2-26	Mechanisms for seeking advice and raising concerns			33
	GRI 2-27	Compliance with laws and regulations			35
	GRI 2-28	Membership in associations			17
	STAKEHOLDER ENGAGEMENT				
	GRI 2-29	Approach to stakeholder engagement			61, 63, 64
	GRI 2-30	Collective agreements			50

GRI/SASB Indicators	Disclosure		Note	Omission	Page
GRI 3: MANAGEMENT PRACTICES 2021	GRI 3-1	Process for determining material topics			21
	GRI 3-2	List of material topics			21
MATERIAL ISSUES					
ETHICS, INTEGRITY, AND COMPLIANCE IN ALL PRACTICES					
GRI 3: MANAGEMENT APPROACHES 2021	GRI 3-3	Management of material topics			17
GRI 205: ANTI-CORRUPTION 2016	GRI 205-1	Operations subject to corruption risk assessments			17, 18
	GRI 205-2	Communication and training on anti-corruption policies and procedures			17, 18
	GRI 205-3	Confirmed cases of corruption and actions taken			17, 18
GRI 206: UNFAIR COMPETITION 2016	GRI 206-1	Legal proceedings for unfair competition, trust practices, and monopolies	Ibema had no legal proceedings related to unfair competition, trust practices, and monopolies. In any strategic move by Ibema, there is full compliance with competition law, taking due care with the matter.		
CORPORATE RISK MANAGEMENT AND BUSINESS RESILIENCE					
GRI 3: MANAGEMENT APPROACHES 2021	GRI 3-3	Management of material topics			35
GRI 201: ECONOMIC PERFORMANCE 2016	GRI 201-1	Direct economic value generated and distributed			35, 36
	GRI 201-2	Financial implications and other risks and opportunities arising from climate change			35, 38, 84
	GRI 201-3	Obligations under defined benefit plans and other retirement plans			50
	GRI 201-4	Financial support received from the government			35, 36, 37

GRI/SASB Indicators	Disclosure		Note	Omission	Page
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	GRI 203-1	Investments in infrastructure and services provided			47
	GRI 203-2	Significant indirect economic impacts, including the extent of the impacts			36
GRI 207: TAXES 201	GRI 207-1	Tax approach			39
	GRI 207-2	Governance, control, and management of tax risks.			39
	GRI 207-3	Stakeholder engagement and management of their concerns regarding taxes			39
EMPLOYEE WELL-BEING, SAFETY, AND MENTAL HEALTH					
GRI 3: MANAGEMENT APPROACHES 2021	GRI 3-3	Management of material topics			57, 60
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	GRI 403-1	Occupational health and safety management system			57, 58
	GRI 403-2	Hazard identification, risk assessment, and incident investigation			57, 58, 59
	GRI 403-3	Occupational health services			57, 58, 59
	GRI 403-4	Worker participation, consultation, and communication regarding occupational health and safety			57, 60
	GRI 403-5	Worker training in occupational health and safety			57, 60
	GRI 403-6	Worker health promotion			57, 59
	GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships			57, 58
	GRI 403-8	Workers covered by an occupational health and safety management system			57
	GRI 403-9	Workplace accidents			60

GRI/SASB Indicators	Disclosure		Note	Omission	Page
	GRI 403-10	Occupational diseases	Ibema did not record any fatalities resulting from work-related illnesses, nor any occupational or work-related illnesses in 2025.		58
CONTINUING TRAINING AND EDUCATION					
GRI 3: MANAGEMENT APPROACHES 2021	GRI 3-3	Management of material topics			53, 54, 55, 56
	GRI 404-1	Average hours of training per year, per employee			54, 54, 55, 56
GRI 404: TRAINING AND EDUCATION 2016	GRI 404-2	Programs for employee skills development and career transition support			53, 54, 55, 56
	GRI 404-3	Percentage of employees receiving regular performance and career development reviews			54
ENVIRONMENTAL PROTECTION AND FOREST CONSERVATION					
GRI 3: MANAGEMENT APPROACHES 2021	GRI 3-3	Management of material topics			87, 88
GRI 304: BIODIVERSITY 2016	GRI 304-1	Own, leased, or managed operational sites within or adjacent to protected areas and areas of high biodiversity value located outside protected areas			87, 88
	GRI 304-2	Significant impacts of activities, products, and services on biodiversity			87, 88
	GRI 304-3	Protected or restored habitats			87, 88
	GRI 101-1	Policies to halt and reverse biodiversity loss			87, 88, 89, 90, 91
	GRI 101-2	Management of impacts on biodiversity			87, 88, 89, 90, 91

GRI/SASB Indicators	Disclosure		Note	Omission	Page
GRI 304: BIODIVERSITY 2016	GRI 101-3	Access and Benefit-Sharing	Ibema Florestal is making progress in structuring its guidelines to ensure compliance with access and benefit-sharing (ABS) regulations, in alignment with the Nagoya Protocol and the Biodiversity Law (Law No. 13,123/2015). Recognizing the importance of the fair sharing of benefits, the company is developing internal policies focused on sustainability, transparency, and respect for community rights. For the coming periods, the Company aims to implement practices that ensure compliance with national and international regulations, reinforcing its commitment to biodiversity.		
	GRI 101-4	Identification of impacts on biodiversity			87, 88, 89, 90, 91
	GRI 101-5	Locations with impacts on biodiversity			87, 88, 89, 90, 91
	GRI 101-6	Direct drivers of biodiversity loss			
GRI 101: BIODIVERSITY 2024	GRI 101-7	Changes in the state of biodiversity	Ibema Florestal does not yet have a specific survey on changes in the state of biodiversity at its operational units. However, the company is developing an environmental monitoring program that will enable the identification and mitigation of these changes. The goal is to ensure responsible environmental management, aligned with best practices in the forestry sector		
	GRI 101-8	Ecosystem services			87, 88, 89, 90, 91
	GRI 305-1	Direct Greenhouse Gas (GHG) Emissions - SCOPE 1			84, 85
	GRI 305-2	Indirect Greenhouse Gas (GHG) Emissions - SCOPE 2			84, 85
GRI 305: 2016 EMISSIONS	GRI 305-3	Other Indirect Greenhouse Gas (GHG) Emissions - SCOPE 3			84, 85
	GRI 305-4	Greenhouse Gas (GHG) Emissions Intensity			84, 85
	GRI 305-5	Reduction of Greenhouse Gas (GHG) Emissions			84, 85

GRI/SASB Indicators	Disclosure		Note	Omission	Page
GRI 305: 2016 EMISSIONS	GRI 305-6	Emissions of Ozone-Depleting Substances (ODS)	The Montreal Protocol does not apply to Ibema's operations. The company deregistered its Montreal Protocol activity in May 2021.		
	GRI 305-7	Emissions of NOx, SOx, and other significant atmospheric emissions			84, 85, 86
RESPONSIBLY SOURCED AND CERTIFIED WOOD					
GRI 3: MANAGEMENT APPROACHES 2021	GRI 3-3	Management of material topics			92, 93
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	GRI 307-1	Non-compliance with environmental laws and regulations:			92, 93
GRI 308: ENVIRONMENTAL ASSESSMENT OF SUPPLIERS 2016	GRI 308-1	New suppliers selected based on environmental criteria			92, 93
	GRI 308-2	Negative environmental impacts in the supply chain and measures taken			92, 93
RECYCLING AND STRENGTHENING THE CIRCULAR ECONOMY					
GRI 3: MANAGEMENT APPROACHES 2021	GRI 3-3	Management of material topics			70, 71, 72, 73
GRI 301: MATERIALS 2016	GRI 301-1	Materials used, broken down by weight or volume			70, 71, 72, 73
	GRI 301-2	Raw materials or recycled materials used			70, 71, 72, 73
	GRI 301-3	Recovered products and their packaging			70, 71, 72, 73
GRI 306: WASTE 2020	GRI 306-1	Waste generation and significant impacts related to waste			74, 75
	GRI 306-2	Management of significant impacts related to waste			74, 75
	GRI 306-3	Waste generated			74, 75
	GRI 306-4	Waste not sent to final disposal			74, 75, 76

GRI/SASB Indicators	Disclosure	Note	Omission	Page
GRI 306: WASTE 2020	GRI 306-5	Waste sent to final disposal		74, 75, 76
WATER MANAGEMENT				
GRI 3: MANAGEMENT APPROACHES 2021	GRI 3-3	Management of Material Issues		77, 78, 79
GRI 303: WATER AND EFFLUENTS 2018	GRI 303-1	Interactions with water as a shared resource		77, 78, 79
	GRI 303-2	Management of impacts related to water discharge		77, 78, 79
	GRI 303-3	Water withdrawal		77, 78, 79
	GRI 303-4	Water discharge		77, 78, 79
	GRI 303-5	Water consumption		77, 78, 79
SUPPLEMENTARY CONTENT				
GRI 302: Energy 2016	GRI 302-1	Energy consumption within the organization		80, 81, 82, 83
	GRI 302-2	Energy consumption outside the organization		80, 81, 82, 83
	GRI 302-3	Energy intensity		80, 81, 82, 83
	GRI 302-4	Reduction in energy consumption		80, 81, 82, 83
	GRI 302-5	Reductions in energy requirements for products and services		80, 81, 82, 83
GRI 405: Diversity and Equal Opportunity 2016	GRI 405-1	Diversity in governance bodies and employees		51, 52
	GRI 405-2	Ratio of base salary and compensation received by women to that received by men		51, 52
GRI 406: Non-Discrimination 2016	GRI 406-1	Cases of discrimination and corrective measures taken		51
GRI 408: Child Labor 2016	GRI 408-1	Operations and suppliers at risk of child labor		63, 64

GRI/SASB Indicators	Disclosure	Note	Omission	Page
GRI 409: Forced or Bond Labor 2016	GRI 409-1	Operations and suppliers at risk of slave labor		63, 64
GRI 414: Social Assessment of Suppliers 2016	GRI 414-1	New suppliers selected based on social criteria		63, 64
	GRI 414-2	Negative social impacts in the supply chain and measures taken		63, 64
GRI 204: Procurement Practices 2016	GRI 204-1	Proportion of spending with local suppliers		63, 64
GRI 413: Local Communities 2016	GRI 413-1	Engagement activities, impact assessments, and development programs focused on the local community		65, 66, 67
	GRI 413-2	Operations with significant potential negative impacts – actual and potential – on local communities		65, 66, 67





SASB Content Index

Disclosure topics and accounting metrics					
Topic	Accounting metric	Category	Code	Page	Note
Sustainable Management	Area of forest land owned, leased, or managed by the entity.	Quantitative	RR-FM-000.A	92, 93	
	Area of forest land certified according to a third-party forest management standard, certified percentage for each standard	Quantitative	RR-FM-160a.1	92, 93	
Pulp and Paper	Paper production	Quantitative	RR-PP-000.B	87	
	The scope of wood fiber-based raw materials includes all inputs processed for sale as finished products, including recycled raw materials, virgin raw materials, and goods that will be consumed directly in the production process, and excluding biomass for energy use.	Quantitative	RR-PP-000.C	87, 88, 89	
	Gross Scope 1 Emissions	Quantitative	RR-PP-110a.1	84, 85	
	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SO2, (3) volatile organic compounds (VOCs), (4) particulate matter (PM), and (5) hazardous air pollutants (HAPs).	Quantitative	RR-PP-120a.1	85, 86	
	(1) Total energy consumed, (2) percentage of grid electricity, (3) percentage of biomass, (4) percentage of other renewable energy, and (5) total self-generated energy.	Quantitative	RR-PP-130a.1	80, 83	
	(1) Total water abstracted, (2) total water consumed; percentage of each in regions with high or extremely high baseline water stress.	Quantitative	RR-PP-140a.1	39	
	The entity must disclose the percentage of total wood fiber-based materials sourced from certified forest areas (third-party forest management standards are those that certify that forests are managed sustainably and ensure adherence to environmental and social criteria, including legal compliance, land rights, community and worker relations, environmental impact and biodiversity, forest management plans and practices, land use , wildlife habitat conservation, and water conservation, among others.)	Quantitative	RR-PP-430a.1	87, 88, 89	

Disclosure topics and accounting metrics					
Topic	Accounting metric	Category	Code	Page	Note
Containers and Packaging	Production quantity, by substrate	Quantitative	RT-CP-000.A	70, 74	
	Gross Scope 1 emissions, percentage covered by emissions cap regulations	Quantitative	RT-CP-110a.1	84, 85	
	Direct atmospheric emissions of the following pollutants: (1) NOx (excluding N2O), (2) SO2, (3) volatile organic compounds (VOCs), (4) particulate matter (PM)	Quantitative	RT-CP-120a.1	84, 86	
	(1) Total energy consumed, (2) percentage of grid electricity, (3) percentage of renewable energy, (4) total self-generated energy.	Quantitative	RT-CP-130a.1	80, 83	
	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high baseline water stress.	Quantitative	RT-CP-140a.1	80, 83	
	Amount of hazardous waste generated, percentage recycled.	Quantitative	RT-CP-150a.1	70, 74, 75	
	Percentage of raw materials consisting of: (1) recycled content, (2) renewable resources, and (3) renewable and recycled content.	Quantitative	RT-CP-410a.1	70, 73	
	Total wood fiber purchased and the percentage of wood fiber from certified sources.	Quantitative	RT-CP-430a.1	88, 89	

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