

Sustainability
Report

2024



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Message from the CEO

GRI 2-22

In this Sustainability Report, we are proud to present the results we achieved at Ibema in 2024. In a challenging year for the paper industry, we remained resilient, making significant progress, especially in the areas of forestry and the circular economy, central themes of our corporate strategy.

The global scenario has required us to make substantial adjustments. The continuation of Chinese supply in the market has put even more pressure on competitiveness, requiring major adjustments in operations in order to increase efficiency. On the other hand, the strengthening of the ESG (Environmental, Social and Governance) agenda has brought new regulatory requirements, which we have met with management in line with international standards, guaranteeing compliance and the quality of the products we manufacture.

At the same time, it has been observed that the growing environmental crisis and climate collapse facing the planet have been greatly amplified by the plastic pollution plaguing the oceans, which reinforces the urgency for society as a whole to take effective action to deal with the problem.

At Ibema, we believe that tackling the environmental impacts caused by plastic requires reducing the production and use of so-called “single-use plastics” (disposable items such as cups, cutlery and bags), improving waste management and encouraging recycling and the circular

economy. Several countries have already adopted standards to mitigate the negative effects and promote sustainable solutions. In this context, we are at the forefront of offering environmentally friendly alternatives to plastic. Paperboard is sustainable in itself, as it is biodegradable, highly recycled and comes from renewable sources. We go further, however, and incorporate post-consumer off-cuts into our production process.

In 2024, Ibema’s commitment to sustainability was translated into concrete actions in its operations: we expanded the use of recycled material in the company’s portfolio and began developing Ritagli 10, a paperboard with 10% post-consumer raw material, developed for the pharmaceutical, hygiene and cosmetics sectors. These are initiatives that strengthen the union between performance and sustainability that we advocate so much in the company. It was also the year in which we invested the most in machine product testing, deepening the composition of materials to increase the use of post-consumer fibers and mechanical pulp, reducing our dependence on cellulose.

Even in the face of the global difficulties faced by the sector, we have maintained economic growth with increased cash generation, in line with the company’s commitment to aligning financial results with socio-environmental responsibility which, more than a good practice, has become a requirement in the current scenario. All this is reflected in the way we are perceived by our stakeholders.

In 2024, Ibema continued to apply the Customer Satisfaction survey using the *Net Promoter Score (NPS)* methodology, with the aim of assessing customers’ perception of the organization’s processes, products and interface areas. Last year, the survey was conducted with 126 companies (customers) and showed a significant improvement, with an increase of 24 points compared to 2023, leading to an NPS of 58.

Among the main highlights of the survey, customers pointed to the quality and standardization of the products, as well as the qualified service of the team. This progress reinforces Ibema’s position as a benchmark in the sector, demonstrating its direct influence on customers’ purchasing decisions and its adherence to global ESG trends.

In response to the main points for improvement identified in the previous survey, we implemented a price cap policy, giving the commercial area greater flexibility in negotiating prices. This initiative sought to mitigate the impacts of the challenging economic scenario, marked by the high exchange rate and rising pulp costs.

Indicators like these show that the strategy of combining economic development with environmental preservation is on the right track. We will remain steadfast in our aim to shape the future, with daily efforts to build a more sustainable future.

Enjoy your reading!

**Our initiatives that
strengthen the union
between performance
and sustainability.**



Nilton Saraiva
Chief Executive Officer

Message from Voz dos Oceanos

We are pleased to highlight in our Sustainability Report our partnership with **Voz dos Oceanos**, a Brazilian initiative with global reach, led by the Schurmann Family – the first Brazilian family to sail around the world in a sailboat. Its main objective is to raise global awareness of ocean pollution, with a special focus on single-use plastics, to find and disseminate transformative solutions and innovations and thus unite society in the defense, recovery and conservation of the oceans.

Voz dos Oceanos seeks to reconnect people with the ocean.

Voz dos Oceanos acts in this reconnection through four pillars that connect directly with Ibema's commitments:

Communication and Art

Uses sea and land expeditions to produce content that brings society closer to the cause in an accessible and engaging way. The main media used are documentaries, content for social networks and the press.

Environmental Education

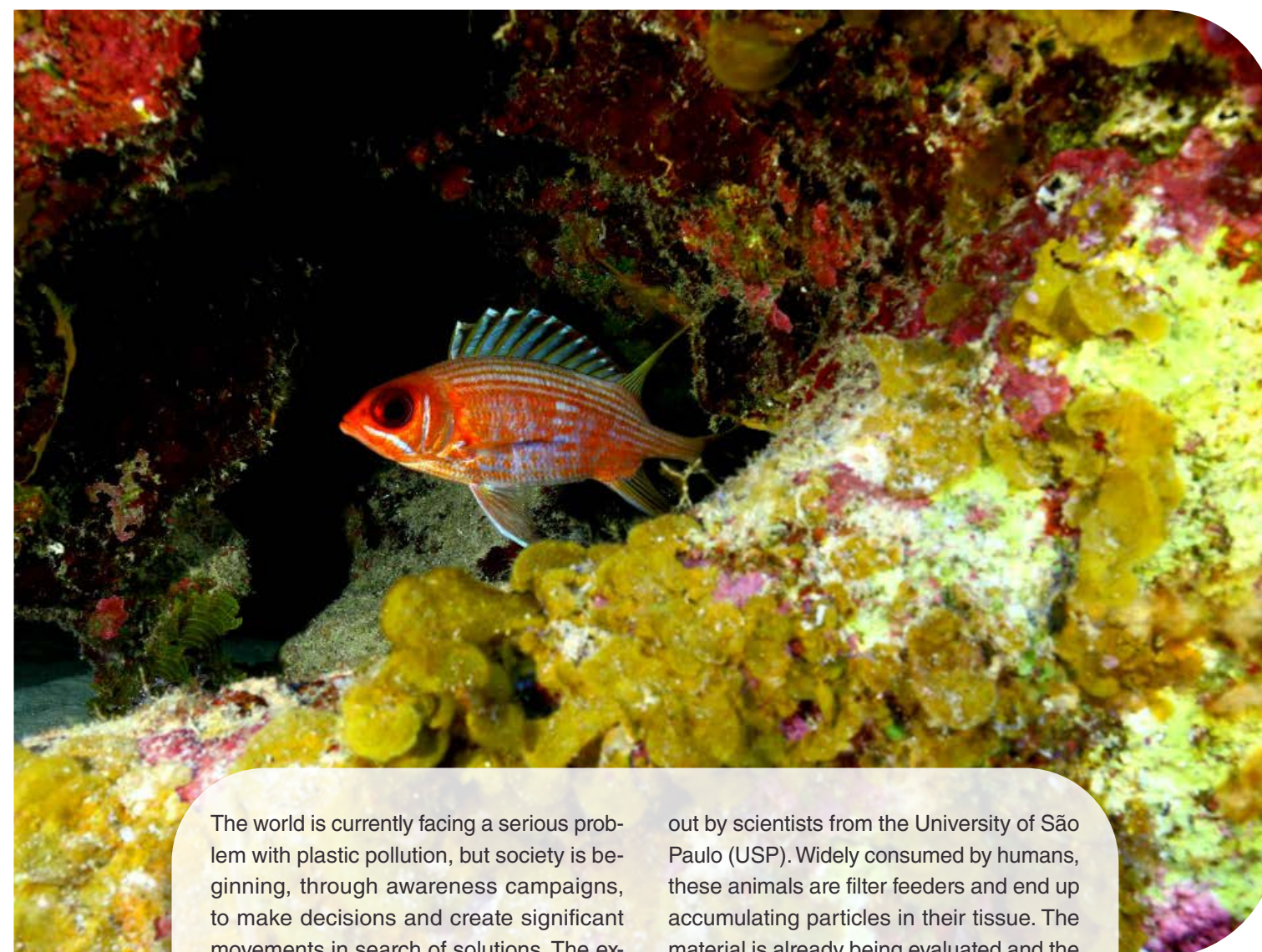
Lectures and presentations that have already reached more than 45 million people, as well as a robust program already applied in seven public schools in Baixada Santista. This content is disseminated in schools, companies and events, with the aim of engaging different audiences. Direct contact with the younger generation is essential for young people to develop a solid base of knowledge about the cause, enabling them to promote positive changes in the future.

Science

Conducts scientific expeditions in collaboration with institutions such as USP and Univali, generating data on microplastics and supporting evidence-based decisions.

Innovation

Supports technological solutions developed by startups, young talents and specialized consultancies, promoting the reduction of plastic use in different productive sectors.



The world is currently facing a serious problem with plastic pollution, but society is beginning, through awareness campaigns, to make decisions and create significant movements in search of solutions. The excessive production of waste by all parts of society reflects the planet's inability to cope with the enormous amount of waste generated and demonstrates an urgent need for effective waste management. Voice of the Oceans focuses on combating plastic pollution, but also seeks to promote sustainable alternatives that help preserve the environment, the oceans and the planet as a whole.

Ibema sponsored an unprecedented expedition by Voz dos Oceanos that traveled along the Brazilian coast. During the journey, several samples of bivalves, marine organisms formed by a two-part shell (valves), such as oysters, scallops and mussels, were collected. The aim is to diagnose the presence of microplastics in the organisms based on an analysis carried

out by scientists from the University of São Paulo (USP). Widely consumed by humans, these animals are filter feeders and end up accumulating particles in their tissue. The material is already being evaluated and the first results will be released soon, including at COP30.

Started in May 2024 and lasting approximately 70 days, the overland expedition passed through 17 coastal destinations in 15 states of the country, from Santa Catarina to Pará, with a crew made up exclusively of women, including an oceanographer, two marine biologists and a director of photography.

For Ibema, supporting this cause also means inviting our employees to engage as conscious citizens. As a paper industry, we believe in the power of sustainable solutions and the responsible substitution of materials, contributing to alternatives with less impact on the planet. This partnership represents the convergence of corporate responsibility and environmental commitment.



Highlights 2024



Partnership with Voz dos Oceanos and Marine Conservation

- Partnership with Voz dos Oceanos to take part in a clean-up effort in Pontal do Paraná, collecting more than 140 kg of waste.
- Sponsorship of the Voz dos Oceanos expedition to the Brazilian coast.



Improvement in Net Promoter Score (NPS) 2024

- Last year, the survey showed an increase of 24 points compared to 2023, resulting in an NPS of 58.
- Among the main highlights pointed out by customers are: the quality and standardization of the products, and the qualified service of the team.



Strengthening the Culture of Integrity

- Launch of the *Café com Compliance* program, promoting dialogues on ethics and transparency among leaders.



For more information, click on the icons.



Awards 2024

- **ABRE Award:** In partnership with Grupo Boticário, Gonçalves Packaging and Almanaque Estúdio de Criação, Ibema won the ABRE Brazilian Packaging Award 2024, in the “Packaging and Market – Cosmetics and Toiletries” category, Gold class.
- **Great Packaging Cases:** Two projects involving Ibema were recognized in the Great Packaging Cases 2024 Awards, highlighting the combination of sustainability, design and functionality.
- **Best and Biggest 2024:** For the second year running, Ibema appeared in Exame’s “Best and Biggest” ranking, consolidating its place among the 1,000 largest companies in the country in terms of revenue and in the Top 10 in the Pulp and Paper category.



Digital Transformation and Operational Excellence

- Creation of the *EOD project – Operational and Digital Excellence*, with a focus on process automation and digitalization.
- Formation of the Speedy Tech team, dedicated to the agile implementation of operational improvements.
- Implementation of the Edge Trimble system, for real-time monitoring of the plant, with a focus on efficiency, capability and process traceability.



Innovation in Sustainable Products

- Development of Ritagli 10: a new paperboard with 10% post-consumer content, aimed at the pharmaceutical, hygiene and cosmetics segments. It combines sustainability and high performance.
- Supera White: a new version of the product with lower energy consumption (28% reduction) and without the use of wood fibers, reinforcing innovation with less environmental impact.



Participation in Strategic Sustainability Events

- ABRE Sustainability Forum: stand in partnership with Anaparas to promote reverse logistics solutions and sector networking.
- Greenmining x Bayer Leverkusen: benchmarking on sustainable solutions with representatives of the German club on a visit to the EPF unit.
- HSM 2024: presence in discussions on business transformation with a focus on ESG and innovation with social impact.





Ibema



Who we are

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

Founded in 1955, Ibema – Companhia Brasileira de Papel stands out in the sector as one of the leading manufacturers of paperboard in Brazil. The company, structured as a privately-held corporation, is headquartered at Avenida Sete de Setembro, 5739, Edifício Priori, sala 401, 4º andar, in the Água Verde neighborhood of Curitiba, Paraná.

Ibema's management is shared between Ibemapar Participações S.A., the holding company that holds the majority of the shareholding control and belongs to the founding families of Grupo Ibema, Napoli and Gomes, and Suzano Papel e Celulose, which joined the board of shareholders in 2016.

With a focus on international expansion, Ibema opened a commercial office in Argentina in 2021 and in the United States in 2024, expanding its presence in the foreign market.

Following the principles of Corporate Governance, Ibema operates with a structured and agile management, led by a Statutory Board and a Board of Directors, whose members are appointed by the shareholders Ibemapar and Suzano.

Markets served

GRI 2-6



Foreign Market

Americas, Africa, Europe, and Asia



● Ibema's presence



Printing companies



Distributors



Customers and End Users



Ibema's main suppliers are located in the southeast and south of Brazil, mostly in the states of São Paulo and Paraná, where the company's main plants are also located.



Governance Management

Ibema's corporate governance is based on integrity, transparency and a commitment to regulatory compliance, ensuring that all its operations and business relationships are conducted ethically and responsibly. The company understands that its role goes beyond manufacturing

packaging, promoting well-being, experiences and innovative solutions that have a positive impact on customers, partners and society. This commitment is reflected in the way the organization structures its governance and aligns its business principles and guiding principles.



Purpose

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



Guiding Principles

- Safety comes first.
- Our success is being the best choice for the customer.
- Leave it to us, we exceed results.
- Straight talk and open hearts.
- One single Ibema.

Code of Conduct

Ibema's Code of Conduct is one of the main pillars of this governance and applies to all business units, employees, suppliers, clients and partners. The document establishes guidelines to foster mutual respect, guarantee integrity in business transactions, ensure compliance with current laws and regulations, prevent conflicts of interest and promote an inclusive and diverse working environment. Its approval and updates are the responsibility of the Board of Directors, coordinated by the Corporate Governance and People & Culture area. The code covers strict guidelines for fair working conditions in the value chain, in line with the Anti-slavery and Child Labor laws, as well as the General Data Protection Law (LGPD).

In addition to the Code of Conduct, Ibema adopts complementary policies that reinforce risk mitigation and the promotion of good governance practices, including:

- Anti-corruption policy
- Supplier Policy
- Corporate Competition Policy
- Conflict of Interest Policy.

The company strictly adheres to current legislation, including the Corporate Anti-Corruption Law (No. 12,846/2013), the Antitrust Law (No. 12,529/2011), the Administrative Improbity Law (No. 8,249/1992),

the Public Procurement Law (No. 8,666/1993) and the Money Laundering Law (No. 9,613/1998).

To ensure adherence to its guidelines, Ibema makes its commitments publicly available on the [institutional website](#) and promotes regular training for employees and third parties. Training takes place through formal and informal meetings, as well as updates on social networks and the company's own platform. The Code of Conduct is presented to all new employees during the onboarding process, and they are required to read and sign it.

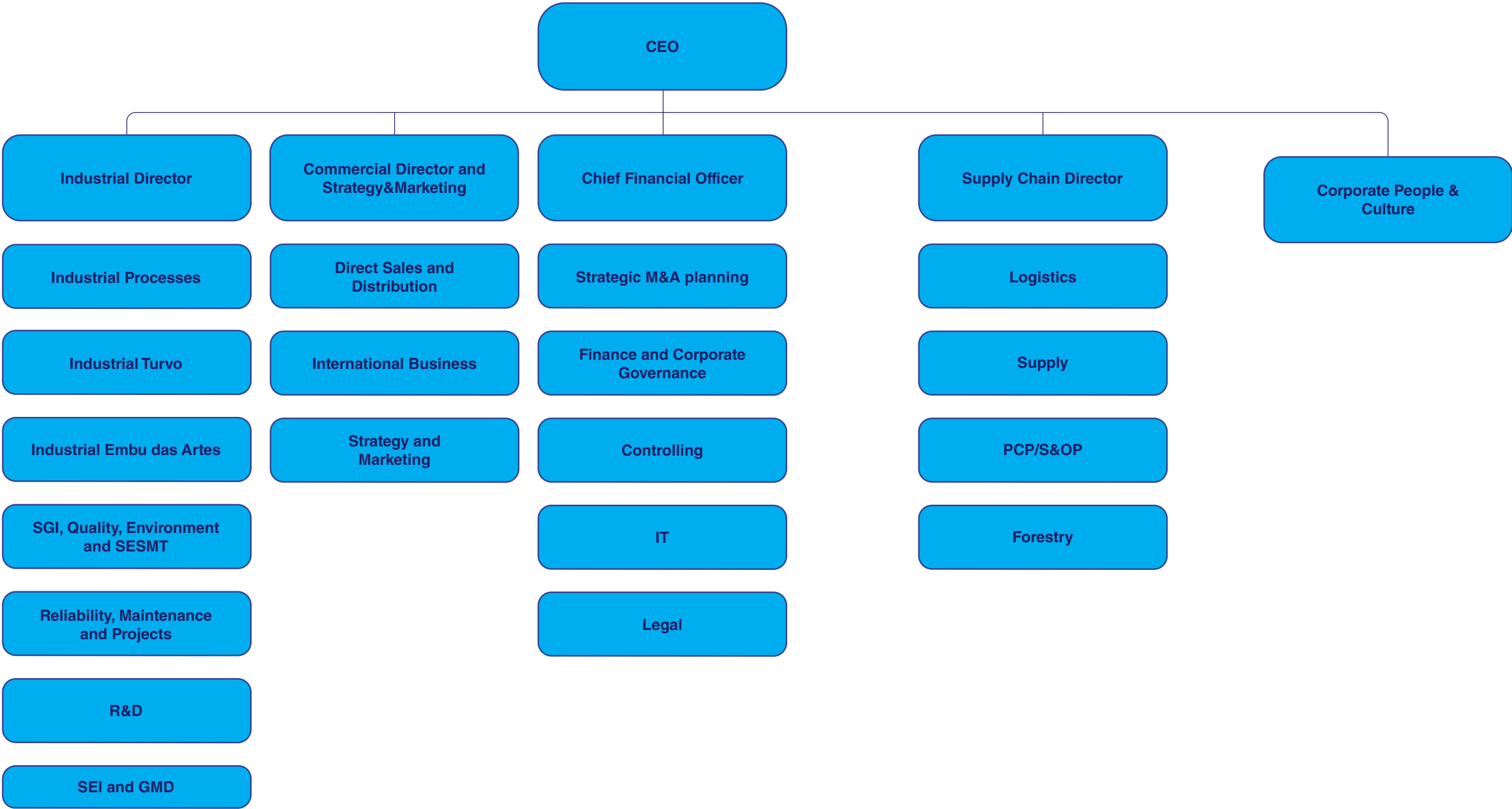
In 2024, the company also improved its governance through innovative initiatives, such as the "Seeds of Compliance" communications, which reinforce awareness of business ethics, integrity and data protection. The "Hacker Rangers LGPD" campaign used gamification to engage employees in adopting good information security practices. The "Unveiling Internal Controls" series of press releases reinforced the importance of internal controls for mitigating risks and complying with corporate processes.

These actions consolidate Ibema's commitment to corporate governance, ensuring that compliance principles are an essential part of the organizational culture and reflect the company's responsibility to society, clients and stakeholders.

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, 2-22, 2-28

Organizational Chart



Board of Directors

The Board of Directors is Ibema’s highest governance body, responsible for ensuring the company’s sustainable growth and business continuity. It consists of four members who are appointed equally by the shareholders. The Board is chaired by the CEO of the shareholder Ibema Participações.

Its role involves providing strategic guidance and formal assessment of the executive board, providing technical support and monitoring the CEO’s performance. The Board is also responsible for deciding on the incorporation of companies, acquisitions and disposals, approval of expansion projects, the annual budget, investments, corporate risk management and the distribution of dividends.

The Board of Directors closely monitors the company’s performance through regular meetings, where targets, results and strategic indicators are evaluated. Among the tools used are Climate Surveys and the *Net Promoter Score (NPS)*, which measures customer satisfaction and loyalty, as well as continuous monitoring by the Ombudsman Channel.

The Board holds monthly meetings and, whenever necessary, convenes extraordinary meetings to review financial results, approve investments in capital goods (CAPEX) and define social and environmental engagement strategies.

Ibema’s executive structure continues to be led by the Chief Executive Officer (CEO), who coordinates a team made up of four directors: Commercial, Administrative Financial, Industrial and Supply Chain. It is the CEO’s responsibility to conduct the company’s strategic management, supervise the work of the executive officers and keep the Board of Directors informed about the performance of operations and the progress of the company’s main initiatives.

The Board of Executive Officers is responsible for conducting corporate affairs, adopting all the measures necessary to ensure the effective functioning of the organization, except for those reserved for the General Meeting or the Board of Directors, as provided for in current legislation, the Bylaws and the Shareholders’ Agreement.

An essential part of executive management’s duties also includes supervising the environmental and social impacts of operations, integrating these aspects into Ibema’s Strategic Planning.

The Board of Directors receives monthly updates on the company’s financial results. Each year, the budget is submitted for analysis and approval, along with the investment portfolio – which considers factors such as risk mitigation, legal compliance, competitiveness, operational efficiency and asset maintenance. The corporate strategy guidelines and investments considered strategic are also validated at this time.

Once a year, the Board carries out a formal assessment of its own performance and that of the Executive Board. The aim of this process is to identify opportunities for improving governance, ensuring alignment with best practices and the commitments made by the company.

As far as the ESG agenda is concerned, Ibema directs its efforts to the issues most relevant to its business model, based on a structured process for defining materiality that takes into account the active listening and engagement of the main stakeholders.

Last year, Ibema reaffirmed its commitment to climate, social and governance issues by supporting initiatives aimed at reducing the impact of plastic waste on marine ecosystems. The company has also contributed to projects that analyze the presence of microplastics in marine fauna along the Brazilian coast, reinforcing its role in raising environmental awareness and the ongoing search for sustainable solutions.

Committees

Strategic committees ensure that issues essential to the company’s sustainability and growth are monitored in a structured manner.

Crisis Communication Committee

Ibema’s Crisis Committee has a distinct but complementary function to the Crisis Communication Center (a group made up of managers who deal with internal and external communication demands). While the Crisis Communication Center focuses more tactically and operationally on executing communications during crisis situations, the Crisis Committee takes on a more strategic and supervisory role in high-level decisions. In delicate cases, it can involve the Board of Directors and acts strongly in corporate governance, supporting the development of control and response mechanisms.

Circular Economy Committee

This committee, made up of various areas, is essential for guaranteeing the consistency and precision of processes, as well as aligning operations with the company’s guiding principles and beliefs. Its aim is to consolidate the circular economy as a central pillar in the organizational culture, ensuring that all sustainability practices are integrated into the company’s business strategies.

Ethics and Integrity Committee

Established in 2023, it ensures the company’s legal and ethical compliance, developing policies, assessing risks, monitoring processes and promoting training and communication actions.

Financial Management Committee

The main objectives of this committee are to analyze actual and projected economic performance, supervise compliance with policies, manage treasury covenants and deliberate on economic and financial issues. It is made up of the Administrative Financial Board, controllership and financial managers, and the treasurer. The committee meets monthly and quarterly and reports on compliance with treasury policies to the shareholder’s Treasury Management.

Last year, Ibema reaffirmed its commitment to climate, social and governance issues by supporting initiatives aimed at reducing the impact of plastic waste on marine ecosystems.

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. Made up of leaders from Ibema and Suzano, the committee meets every quarter to align the company's needs and make strategic decisions.

Its work is fundamental to strengthening the organizational culture, implementing actions that promote the company's sustainable growth. The committee focuses on carrying out thorough performance evaluations, developing strategies for professional growth, establishing fair compensation policies, planning leadership succession, cultivating a corporate culture aligned with guiding principles and purposes, as well as promoting safety in the workplace.

Value Projects Committee

The committee meets monthly to monitor CAPEX progress, i.e. to monitor financial performance, analyze the project pipeline, the savings generated by completed projects and the proposal for new investments, ensuring that the expected results for the year are achieved. After the management part, each project leader presents a progress report, highlighting the main achievements of the last month, the next steps, physical and financial progress, as well as identifying risks or critical points in the projects. This committee also functions as a space for collaboration, 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 in the company. Its main objective is to ensure that all operations involving chemical substances are carried out safely, efficiently and in compliance with current regulations. The areas involved in this committee include safety, processes, the environment, quality and logistics, as well as the chemical manager of each unit. The committee meets monthly.

Risk Committee

The purpose of this committee is to analyze and approve investments aimed at reducing risks. The company reviews its risk portfolio, classifying them in its heat matrix, which enables the committee to decide which investments will be made in the coming year. The committee meets once a year and is made up of the company's Board of Directors, with the support of the Corporate Governance area.

Ibema SEI Steering Committee (Ibema Excellence System)

The committee's main objective is to drive constant improvements in 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 support, with the aim of promoting the evolution and improvement of operational indicators, increasing efficiency and reducing losses through a standardized system. The Steering Committee is made up of the CEO, other directors and managers from key areas, and meets monthly to monitor processes.

SESMT Committee

Focused on safety and health in the workplace, the SESMT Committee (Specialized Services in Safety Engineering and Occupational Medicine) aims to implement good practices and ensure compliance with safety standards. Made up of safety, engineering and occupational medicine professionals and representatives from other areas, the committee meets regularly to assess risks, improve processes and promote employee well-being.

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.

Employees Compensation

GRI 2-19, 2-20

Ibema adopts a fixed and variable compensation structure for its employees, aligned with the company's financial and operational performance. Variable compensation includes guidelines formalized in a policy:

- PPR (Profit Sharing Program) – Based on financial and performance targets.
- Commissions and bonuses – Linked to commercial targets.
- Bonus – Aimed at managers and directors according to performance.
- Union allowances – These include overtime allowances and shift allowances.

Disclosure follows strategic guidelines, with fixed compensation accessible only to managers and variable compensation communicated via collective agreements and internal policies.

The definition of compensation is conducted by a Steering Committee, made up of G&C coordinators, managers and directors, as well as monthly meetings with the Board of Directors. Ibema also relies on independent consultants to ensure alignment with best market practices.

Sector Associations

Ibema actively participates in industry associations, either in projects or committees, or as a member of their governance bodies.

- Ibá – Brazilian Tree Industry
- Abigraf – Brazilian Printing Industry Association
- Abitec (formerly ABTG) – A division created with the mission of promoting innovation, offering technical support and training to the sector by offering high-quality products and services to the entire production chain.
- ABRE – Brazilian Packaging Association
- ABTCP – Brazilian Pulp and Paper Technical Association.
- APRE – Paraná Association of Forest-Based Companies
- FIEP – Federation of Industries of the State of Paraná System
- Sinpacel – Union of Industries of Paper, Cellulose and Wood Pulp for Paper, Cardboard, – Two
- Packaging Institute
- Empapel – Brazilian Paper Packaging Association

Compliance, ethical conduct and integrity

GRI 3-3, 2-15, 2-16, 2-21, 2-25, 2-27 2-26, 205-1, 205-2, 205-3

In 2024, the company launched Café com Compliance, a strategic meeting aimed at leaders to strengthen integrity and promote debates on ethics and transparency.

To ensure that the principles of ethics, integrity and compliance are maintained, Ibema has a Compliance Program structured around three pillars: prevention, detection and remediation, to ensure that all internal guidelines are complied with. The program also contributes to strengthening anti-corruption mechanisms, legal compliance, risk management and support from senior management through constant training and communication.

All Ibema employees regularly attend training sessions on internal policies and the company's Code of Ethics and Conduct, reinforcing the culture of compliance in the organization. In 2024, the company launched Café com Compliance, a strategic meeting aimed at leaders to strengthen integrity and promote debates on ethics and transparency. The event was attended by renowned experts such as Luciano Malara (Compliance Mission), Reynaldo Goto (Chief Compliance Officer at BRF S.A.) and Carla Montenegro (Compliance Manager at Suzano), providing an exchange of experiences and reinforcing the role of senior management as the main sponsors of the ethical culture at Ibema.

Ethics and Ombudsman Channel

Since 2021, Ibema has made available the Ethics and Ombudsman Channel, a safe and confidential space for stakeholders to report concerns and complaints. All complaints are analyzed impartially and rigorously, guaranteeing transparency in the treatment of cases according to their seriousness and the levels of authority involved.

The channel can be accessed 24 hours a day, 7 days a week, via the company's [institutional website](#) or by calling 0800 300 4481. This service is managed by an external provider, ensuring impartiality in receiving complaints about violations of the Code of Conduct, company policies or unethical behavior. The handling of reports follows

the principles of confidentiality, integrity and availability, and is conducted by the Ethics Committee, made up of representatives from the People and Culture, Corporate Governance, Executive Board, and Legal Department.

Moreover, the company uses the *Net Promoter Score (NPS)* to evaluate customer satisfaction and loyalty, allowing valuable feedback to be gathered that drives continuous improvement in processes and service.

Strengthening Governance and Internal Controls

In 2024, the Corporate Governance area began work on Internal Controls, with the aim of strengthening the governance structure, mitigating financial risks and preventing fraud. In the first cycle, processes defined by the Board of Directors were prioritized, with a focus on identifying and mitigating risks, improving operational flows and implementing measures for greater efficiency and security.



By 2025, the initiative is expected to expand to other strategic areas, consolidating an organizational culture based on continuous improvement, integrity and protection of the company's assets. This process will follow the best market practices, ensuring an increasingly transparent and sustainable corporate environment.

Compliance Training and Communication

Ibema carries out annual reviews and training on its compliance policies, reinforcing ethical guidelines and standards of conduct. To disseminate these themes internally, the company holds extraordinary training sessions on ethics and conduct. Important reports and communications are also presented at strategic meetings, such as Top Team and Performance meetings, reinforcing the commitment of senior management to Ibema's compliance program.

Through these actions, Ibema ensures the transparency and integrity of its operations, guaranteeing an ethical,

safe corporate environment in line with the best governance practices

Preventing Conflicts of Interest

Aspects related to the prevention of conflicts of interest are formalized in Ibema's Code of Ethics and Conduct and Conflict of Interest Policy, guaranteeing impartiality and ethics in decision-making processes.

All areas of the company must report in advance any situation that could constitute a real or potential conflict, using a specific form. The expectation is that everyone acts ethically, avoiding involvement that could compromise the impartiality of the business. These guidelines apply to employees, board members, third parties and suppliers, ensuring a corporate environment with integrity and in line with best governance practices. Senior management monitors and assesses any conflict situations, relying on the support of the Ethics Committee to define guidelines and strategic decisions.

To reinforce integrity and compliance, Ibema has made the Ethics Channel available, allowing stakeholders to report any cases of conflict in a safe and confidential manner. All complaints are treated confidentially and impartially, ensuring that issues are analyzed carefully and in line with company policies. If necessary, the deliberations can be re-evaluated if there are changes in the person's responsibilities or activities or through a report on the Ombudsman Channel, resulting in a new analysis by the Compliance Committee.

In the case of third parties, such as service providers and business partners, violation of the policy may lead to the termination of the business relationship and the application of corrective measures, including sanctions in accordance with current legislation. Ibema takes all necessary measures to protect the integrity of its processes and preserve trust in its business relationships, ensuring that all parties involved act in accordance with ethical principles and established standards.

Risk Management

GRI 2-16

The Governance area monitors the progress of risk mitigation measures on a monthly basis, guaranteeing the effective implementation of actions in all business areas. It also continuously monitors the status of identified and prioritized risks, ensuring that they are aligned with the company's strategy.

Risk management is conducted with a long-term strategic outlook, integrating with the company's planning to strengthen its position in the market, drive innovation and ensure operational efficiency. In 2024, strategy and sustainable growth were priority themes in the discussions of the Board of Directors and the Executive Board. Ibema constantly monitored trends in the sector and explored opportunities to strengthen its operations, always in line with the objectives of sustainable expansion and value generation.

In cases where a significant risk is identified, communication follows a structured flow to ensure quick and effective responses:

- 1. Initial notification** – the manager responsible for the risk calls in the Risk Management Area, submitting an emergency notification form for evaluation.
- 2. Recording and analysis** – the risk management team records and analyzes the impact of the event, defining the necessary mitigation measures.
- 3. Escalation** – the manager presents the situation at regular board meetings, seeking validation, approval and alignment with Risk Management.
- 4. Deliberation and Communication** – Risk Management schedules the review of the case at ordinary meetings, submitting the analysis to the Executive Committee and subsequently informing the Board of Directors.

With regard to financial indicators, potential risks are reported to the CEO through the Finance Management Committee (FC). If a relevant risk is identified, it is included on the agenda of the Board of Directors' meeting, ensuring that strategic decisions consider financial aspects in a structured and preventive manner.

Social and Environmental Compliance

Ibema ensures environmental legal compliance through internal and external audits of the Environmental Management System (EMS), in accordance with the guidelines of ISO 14001:2015, and the management of environmental and Occupational Health and Safety requirements via the specialized system of Empresa Unity. Legal requirements are also monitored via the SGLegis system, while the Legal Documents System (GDL) centralizes regulations and deadlines.

In the labor field, the company relies on internal and external legal advice to manage legal issues. To mitigate risks and promote employee well-being, the People and Culture department focuses on providing guidance on labor rights and current legislation, while the tax department ensures compliance with tax obligations by monitoring the regulatory bodies responsible.

In 2024, there were no recorded cases of non-compliance with laws and regulations



Anti-Corruption Procedures

GRI 205-1, 205-3

All contracts signed by the company, managed by the Procurement and Legal areas, include specific clauses that require contractors to adhere to current laws and implement anti-corruption measures. Beyond this, it is the responsibility of suppliers to ensure that their managers, employees and collaborators act in accordance with these principles, promoting training on ethics and integrity. Failure to comply with these guidelines is considered a serious infraction and may result in the termination of the contract for just cause.

In 2024, Ibema established a greater focus on communication actions and leadership training, including Managers,

Directors and the CEO, participating in training sessions. The Commercial, IT and People & Culture (G&C) areas also received special attention due to their greater exposure to risks, ensuring that these professionals are prepared to disseminate the culture of integrity in the organization.

To date, no cases of corruption have been reported or confirmed at Ibema. To prevent risks, the company adopts an integrated approach that combines ethical leadership, continuous training and control mechanisms. The main initiatives to strengthen integrity include:

1. Code of Ethics and Conduct – Establishes clear guidelines aligned with compliance risks, guiding employees to act ethically.

- 2. Ongoing training** – Regular training on ethics, legal compliance and corporate policies, promoting awareness and responsible decision-making.
- 3. External Whistleblowing Channel** – Secure and confidential platform for registering complaints, guaranteeing anonymity and protection against retaliation.
- 4. Fair accountability** – Application of consistent sanctions in cases of ethical violations, reinforcing the commitment to corporate integrity.

In 2024, the Internal Controls area played a key role in strengthening anti-corruption practices, working together with senior management and the compliance area to reinforce segregation of duties and mitigate operational risks.

This approach has consolidated an even more honest and transparent corporate environment.

For 2025, Ibema will continue to guide its employees, suppliers and stakeholders in adopting the best governance and integrity practices, consolidating an ethical, sustainable business environment in line with the company's guiding principles.

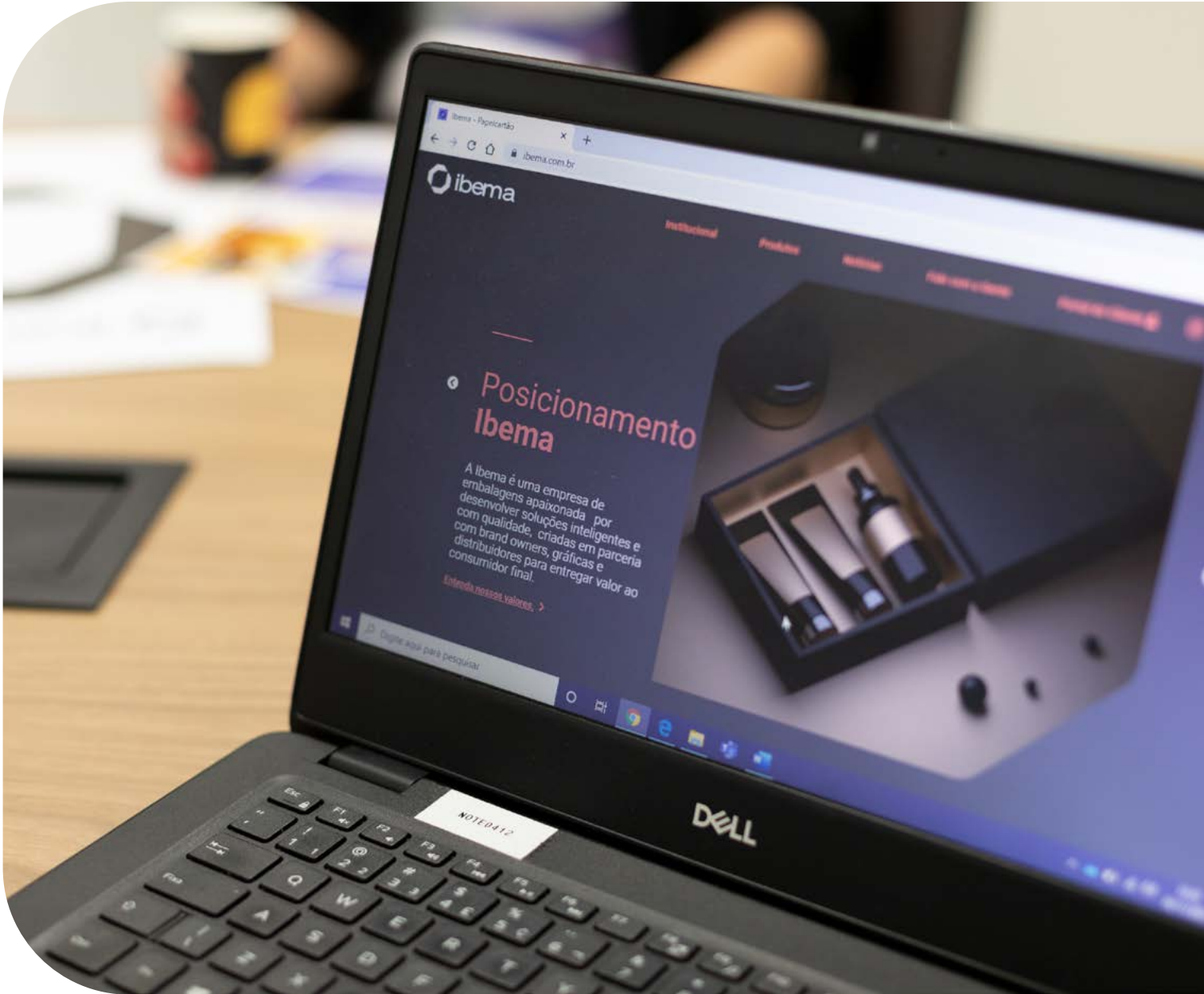
Communication and Training on Anti-corruption Policies and Procedures

GRI 205-2

Employees who received training on anti-corruption policies and procedures, by region and employee category:

Region	Total number of employees	Total number of employees who received training	Percentage who received training (%)
Curitiba/PR	105	46	43.81
Turvo/PR	404	2	0.50
Embu das Artes/SP	174	4	2.30
Araucária/PR	20	10	50.00
Buenos Aires/ARG	2	0	0.00
Total	705	62	8.79%

Functional category	Total number of employees	Total number of employees who received training	Percentage who received training (%)
Directors and CEO	5	5	100.00
Leaders	24	0	0.00
Managers	15	14	93.33
Experts	28	1	3.57
Coordinators	28	5	17.86
Operational	379	8	2.11
Professionals	115	27	23.48
Technicians	111	2	1.80
Total	705	62	8.79%





ibema

**Industrial
Management**

SEI: Pillars and functionalities

GRI 203-1

Since 2018, Ibema has had the Ibema SEI (Ibema Excellence System) Steering Committee at the Embu das Artes unit, with the aim of increasing operational efficiency and reducing costs. A year later, the initiative was expanded to the Turvo unit, due to the positive results. The committee promotes continuous improvements in all areas, applying methodologies to optimize processes and reduce losses.

To reinforce operational efficiency, Ibema has adopted the WCOM (World Class Operations Management) methodology, which standardizes processes and minimizes waste. SEI also follows the Lean Agile Management approach, ensuring continuous monitoring and strategic adjustments to achieve the established goals. In addition, SEI's official audits regularly assess the performance of the

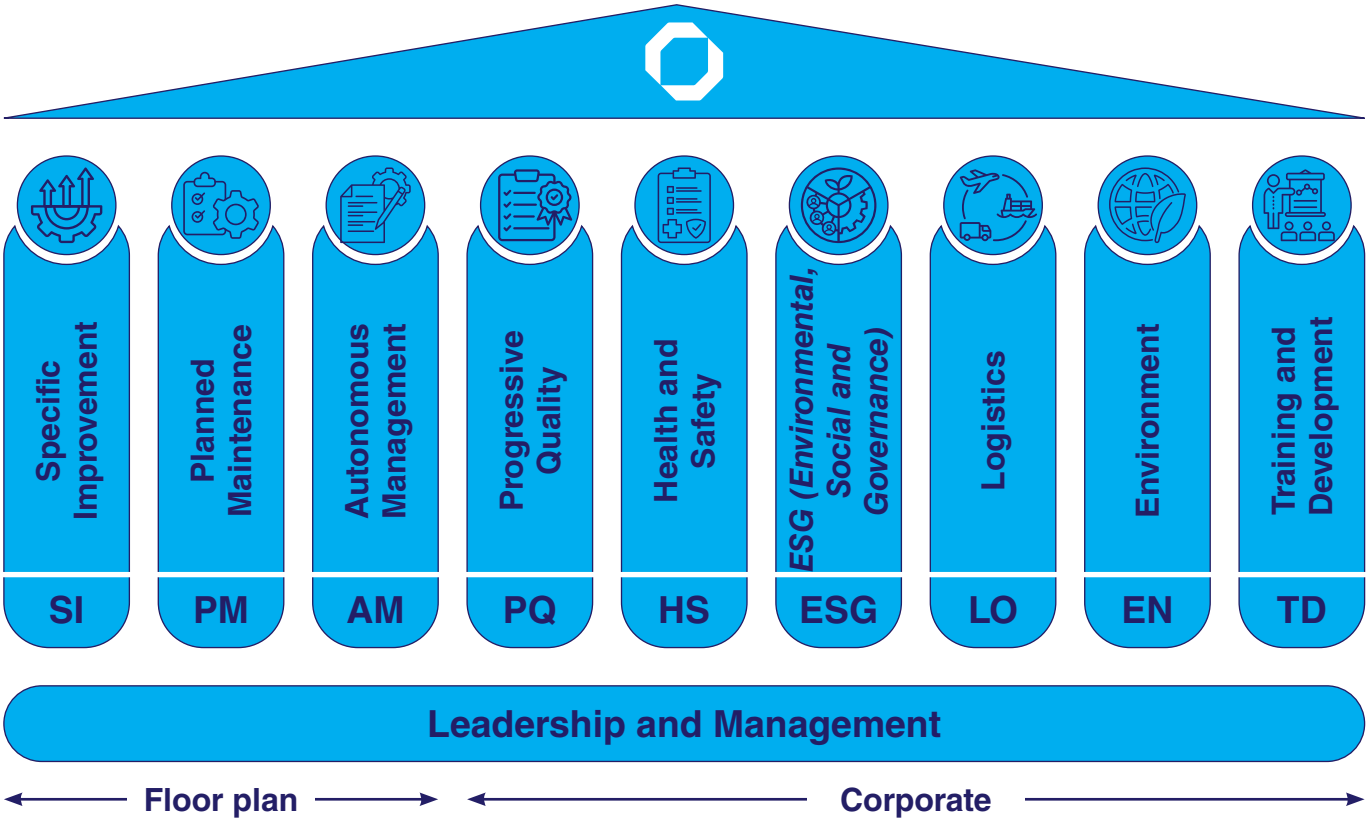
teams responsible for the performance and continuous improvement of the Extruder, Paint and Additive Preparation and Mass Preparation, which present their results to the Steering Committee. The company also maintains an integrated management policy, based on ISO 9001 (Quality Management) and ISO 14001 (Environmental Management) certifications, ensuring compliance with current standards and legislation.

According to the company's strategic planning, investments to expand production capacity will continue until 2025. To this end, the Industrial Management area plays an essential role in this process, guaranteeing maximum efficiency in production and reducing losses.



The company also maintains an integrated management policy, based on ISO 9001 (Quality Management) and ISO 14001 (Environmental Management) certifications, ensuring compliance with current standards and legislation.

Topics and Features Covered



SEI'S Corporate Pillars



Specific Improvement
Supports the Management Committee in defining strategies aimed at reducing costs and increasing volume, promoting gains in productivity and flexibility by reducing setup times and eliminating non-value-added activities. He is also responsible for monitoring cost deployment and overall equipment efficiency (OEE) at the plant, as well as conducting productivity analyses.



Planned Maintenance
Aims to increase operational reliability and reduce maintenance costs by improving the Preventive Maintenance system, based on time and condition criteria. This pillar also supports the actions carried out under Autonomous Management.



Autonomous Management
Encourages the direct involvement of operators in the early identification of anomalies and the execution of simple maintenance tasks, such as daily checks. It also distributes basic preventive maintenance tasks, freeing technicians to focus on process improvements. As a result, operators progressively take responsibility for equipment, products and the working environment, promoting a cultural transformation.



Progressive Quality
Establishes conditions and process variables aimed at delivering quality products, as well as implementing a system focused on eliminating the causes of losses and maximizing customer satisfaction through the integration of processes, products and existing quality systems.



Health and Safety
Focuses on creating an Accident Prevention System, ensuring the continuous improvement of safety conditions in the workplace. It provides tools for analyzing risks and drawing up preventive and corrective measures.



ESG (Environmental, Social and Governance)
Since 2023, this pillar has focused on monitoring indicators and projects related to Ibema's commitments to environment, corporate governance and social responsibility. It also centralizes the management of the company's development initiatives and targets in these areas, ensuring greater strategic alignment.



Logistics
The Logistics pillar improves operational efficiency by mapping areas and processes in order to optimize the use of machines, activities and people. The aim is to reduce operating time, costs, delivery times and stocks, while improving production sequencing. Simplifying processes is fundamental to integrating the factory into the global supply chain. To this end, Value Stream Mapping is applied, a tool that allows the current state of the system to be diagnosed and improvements to be implemented with a focus on eliminating the seven types of waste.



Environment
This pillar is responsible for managing the Environmental Compliance and Incident Prevention System, with a focus on reducing losses by transforming practices, processes and behavior. After evaluating the plant's environmental performance, actions are implemented on processes, utilities and conduct, covering the use of water and energy, waste control, pollutant emissions and noise levels. These measures strengthen the integration of the environment into the continuous search for operational excellence.



Training and Development
Fundamental to supporting the other pillars, this pillar structures training systems in line with the company's goals. Its main tasks include: diagnosing skills (identifying *gaps*), developing competencies in all functional areas, supporting the transition to autonomous team models in manufacturing and leadership training. The focus is on strengthening human capital as the basis for organizational evolution.

Efficiency and improvement projects underway and completed by 2024

In 2024, a total of 23 improvement projects were carried out which stood out for bringing excellent results for the company, both in terms of productivity and cost reduction, totaling a gain R\$4.9 MM. The projects took place at the Turvo and Embu plants, with the highlights being the indicators related to gains in OEE (Overall Equipment Effectiveness) and reductions in scrap, as shown below:

Embu

• **Chemical Inventory Management and Safety** – In order to mitigate operational, environmental and safety risks when storing chemical products, Ibema revised its chemical management policy. The main improvements included updating the incompatibility matrix, installing a PAC tank, optimizing the layout of the storage area and improving internal processes for legal compliance. As a result, the company has reduced the risk of leaks and contamination, ensuring greater control, efficiency and safety when handling products.

Turvo

• **Reducing scrap due to shade** – The project aimed to reduce scrap caused by shade variation by 50%, reducing the average from 30.861 tons to 15.43 tons. The target was fully achieved, promoting greater production efficiency and reducing waste.

• **Optimization of Setup Time on the Cutter** – With a focus on increasing operational efficiency, Ibema sought to reduce Pasaban's setup time by 33% and increase the

OEE by 0.8%. The project fully achieved its objectives, contributing to the optimization of production processes.

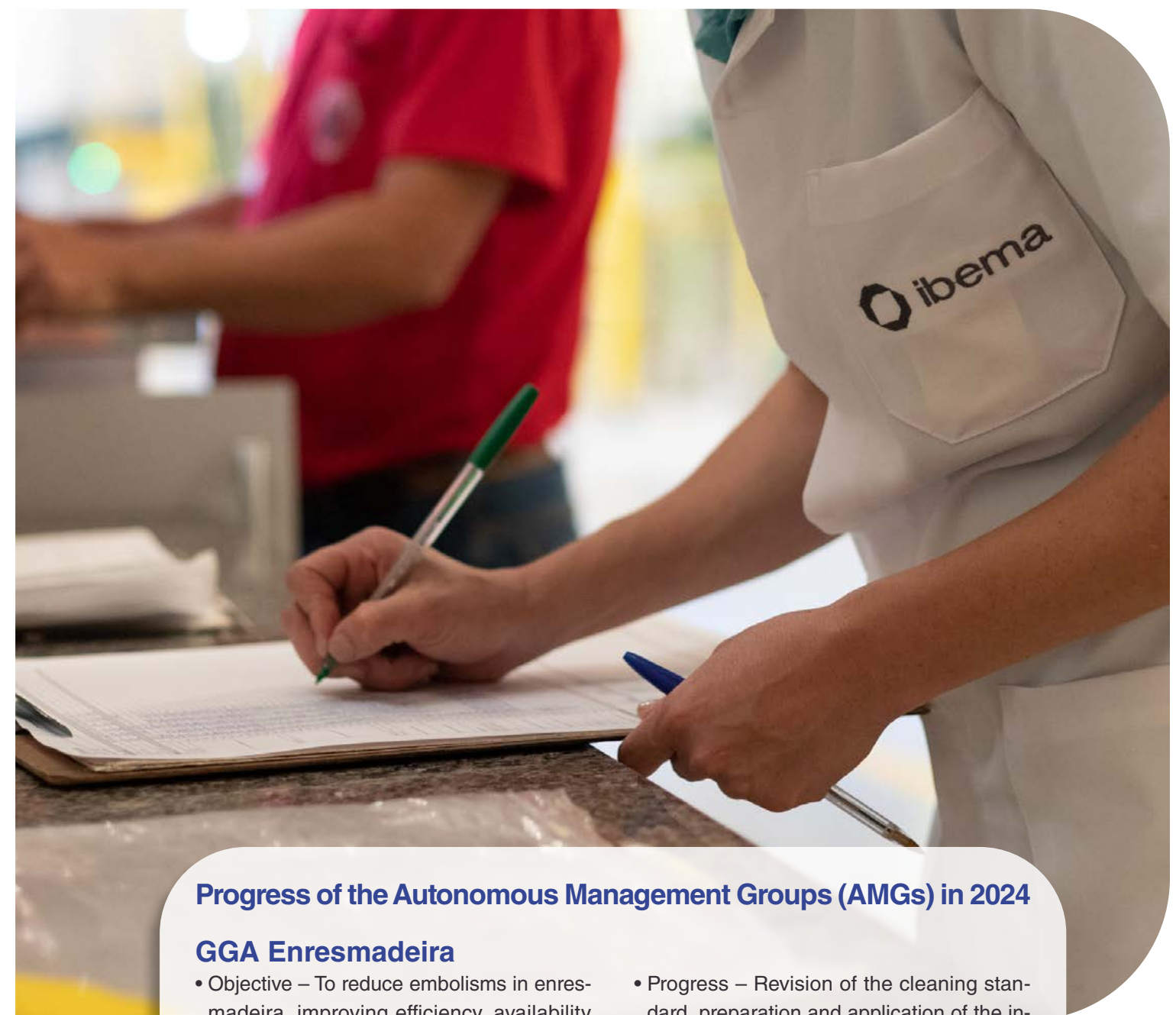
Ibema has improved the development of the Autonomous Management Groups (GGAs), formed by its operators, with the aim of ensuring optimum equipment maintenance. In 2024, the initiative was strengthened with the restructuring of the 5S method, strengthening the establishment of cleaning, inspection and lubrication standards. Through engagement campaigns and training in this methodology, the company reinforced the culture of autonomous management, boosting operational efficiency and process safety.

Capacity Building and Training Linked to the GGAs

In order to consolidate the culture of autonomous management, 54 training sessions were held, totaling 514.35 hours of training. The main topics covered were:

- 5S Training – The first three S's
- PDCA training
- A3 Training
- GGA Label Opening Training

With these initiatives, Ibema is reinforcing its strategy of continuous improvement, guaranteeing greater operational efficiency, a reduction in waste and a safer and more productive working environment.



Progress of the Autonomous Management Groups (AMGs) in 2024

GGA Enresmadeira

- Objective – To reduce embolisms in enresmadeira, improving efficiency, availability and quality.
- Actions in progress – Analysis of sources of dirt, definition and implementation of action plan.
- Progress – Updating the cleaning standard, surveying inspection points, drawing up and implementing the inspection checklist.

GGA Marquip

- Objective – To improve the efficiency and quality of the stacker on the Marquip cutter during stack changes.
- Actions in progress – Identification of critical areas and implementation of corrective actions.

- Progress – Revision of the cleaning standard, preparation and application of the inspection checklist.

GGA Pasaban

- Objective: To optimize the efficiency of the splice when changing reels on the Pasaban slitter.
- Actions in progress: Mapping of areas that are difficult to clean and development of an action plan.
- Progress: Definition and application of cleaning and inspection standards, implementation of the control checklist.

Digital transformation

Digital transformation remains a strategic priority for Ibema, driving innovation, operational efficiency, safety and competitiveness in the market. In 2024, the company made significant progress on this agenda, implementing continuous improvement projects and automating tools, optimizing workflows and increasing productivity and service quality.

To accelerate this evolution, Ibema launched the *EOD – Operational Excellence and Digital project*, structuring a robust technology front to drive the digitization and optimization of processes and systems. As part of this initiative, the Speedy Tech team was created, dedicated to accelerating changes and implementing improvements in an agile and effective manner. This team began to be tested in the second half of 2024 and will continue to operate in 2025 to ensure greater speed and efficiency in the digital transformation.

One of the main advances in this strategy was the implementation of the Edge Trimble System, which enables online monitoring of the plant structure, tracking indicators such as voltage, heat and general machine data. The technology enables analysis of capacity and trends, facilitating strategic planning and the proactive identifica-

tion of improvements. It also increases the ability to track problems and implement solutions, promoting greater effectiveness and efficiency in industrial processes. The results of this initiative will be seen from 2025 onwards, consolidating another step forward in the company's digital transformation strategy.

Digital and Technological Risks

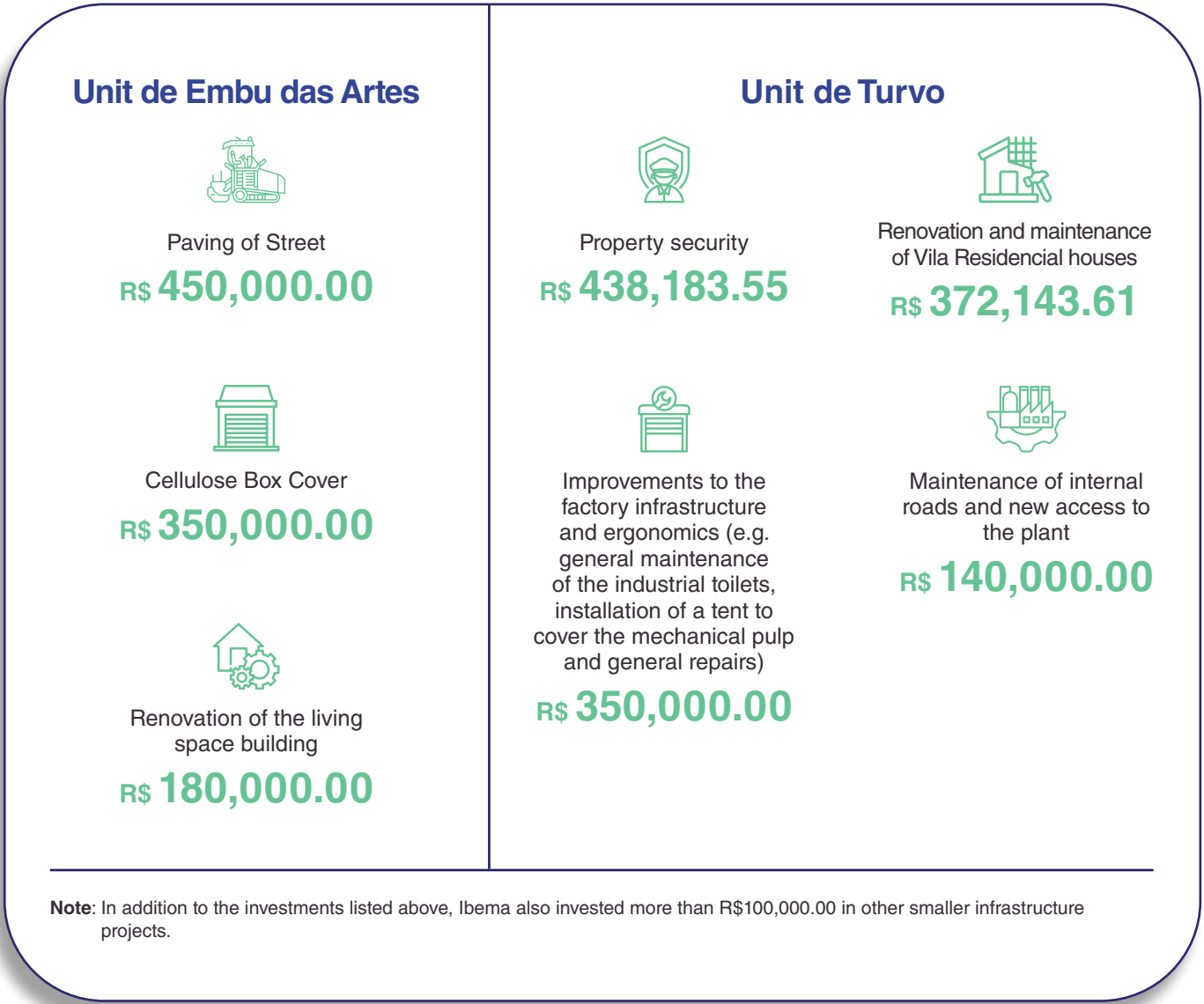
The main IT risks monitored by Ibema include cyberattacks and ransomware, data leaks, unavailability of systems, outsourcing of IT services, access management and the impact of emerging technologies. All these risks are mapped and analyzed using the ERM (Enterprise Risk Management) methodology, which covers four essential stages: identification, assessment, response and monitoring.

Cybersecurity is a critical aspect of this management and is continually improved through intrusion tests and awareness campaigns for employees, strengthening the company's maturity in this area. Furthermore, incident prevention and response procedures continue to be improved annually, ensuring greater resilience and protection for the company's systems and data.

Ibema has continuously invested in infrastructure to promote improvements and enable positive impacts for the community and industrial operations.

Infrastructure

Ibem has continuously invested in infrastructure to promote improvements in the Residential Village, in the internal roads of the Turvo and Embu plants and in the manufacturing infrastructure of both units, with a view to having a positive impact on the community and the industrial operation. In 2024, investments were earmarked as follows:



Vila Residencial has an annual budget earmarked for its revitalization, in line with a five-year strategic plan (2022-2026) to promote sustainable local development. In 2025, the actions will continue with the complete renovation of the vacant houses, as well as investments in urban planning and infrastructure, including improvements to streets, sidewalks, squares and common spaces. At the same time, the company will continue to work with the

municipality to make structural progress possible, such as paving, sidewalks and public safety.

The management of these investments is carried out within the framework of long-term strategic planning, guaranteeing the continuity of the improvements. In 2024, the donation of the Vila's streets to the municipality was completed, reinforcing the company's commitment to the community's infrastructure and well-being.



Economic and Financial Management

Ibema’s economic management is key to its financial strength, allowing for continuous investment in innovation, technology and expansion of operations. Recently, the arrival of low-cost paperboard from the Chinese market, coupled with the increase in production capacity of other companies in the sector, has posed challenges that have led the company to intensify cost-cutting actions. In this scenario, the development of high-performance paperboard has proved capable of overcoming these challenges while maintaining competitiveness and product quality.

Aside from that, the self-equipped production of renewable energy, which represents more than 60% of Ibema’s total consumption, has contributed significantly to reducing operating costs, reinforcing economic efficiency. Even in the face of these challenges, the company’s cash generation exceeded its EBITDA, demonstrating its robust financial health and sound economic management.

The company maintains an ongoing process of assessing the impacts of its activities, considering positive and negative, real and potential effects in the short, medium and long term. This strategic analysis guides the generation of value, reinforces transparency in communication with stakeholders and strengthens sustainable management.

Market Risk Monitoring

Ibema constantly monitors market risks, assessing factors such as:

- The entry of imported products and their competitive impact;

- Fluctuations in raw material prices and exchange rate fluctuations;
- Variations in the demand for packaging and changes in consumer preferences;
- Environmental and sustainability regulations, including the reduction of single-use products;
- Economic instabilities that could affect the sector;
- Marketing and distribution strategies, ensuring competitiveness and innovation.

Governance and Organizational Culture

Ibema’s internal policies establish clear guidelines for employee conduct, ensuring legal compliance and alignment with rules and regulations. Besides ensuring transparency and accountability in management, these guidelines strengthen stakeholder trust and promote an ethical and sustainable organizational culture.

Financial Performance

Ibema reported net revenue of R\$886.7 million in 2024, down 3.6% on the previous year. The cost of products in 2024 was R\$643.8 million, showing a low variation compared to 2023. As a result, the company’s Gross Profit reached R\$242.9 million, representing a reduction of 13.7% compared to 2023.

Administrative and commercial expenses totaled R\$138.3 million, an increase of 4.3% compared to 2023. Adjusted EBITDA was R\$135.7 million, compared to R\$178.6 million in 2023. The company ended 2024 with net debt of R\$ 1.3 million and R\$ 115.3 million in cash availability.

Even in the face of these challenges, the company's cash generation exceeded its EBITDA, demonstrating its robust financial health and sound economic management.

Composição EBITDA (em milhares de R\$)

	2022	2023	2024
Net Revenue	982,730	920,276	886,739
Net Profit	65,042	103,399	74,547
(+/-) Financial result, net	914	3,380	(4,132)
(+) Depreciation and amortization	15,890	19,468	26,708
(+) Income Tax and Social Contribution	23,404	56,501	37,654
EBITDA	105,250	182,748	134,777
(-) PIS and COFINS credits (net of expenses)	-	-	-
(+) Donation of the 138 Kv transmission line	46,539	-	-
(-) Tax contingencies	62,888	(4,153)	878
ADJUSTED EBITDA	214,677	178,595	135,655
% of net revenue	21.84%	19.41%	15.30%

Note 1: Information taken from Ibema's 2024 Financial Statements, audited by PricewaterhouseCoopers Auditores Independentes Ltda on February 28, 2025.

Current Liquidity

Current liquidity (Current Assets / Current Liabilities) increased from 1.25 in 2023 to 1.46 in 2024.

Statement of added value for 2024 (in millions of R\$) – GRI 201-1

REVENUES	1,090.90
Sales of goods, products and services	1,085.13
Provision for doubtful accounts – Reversal/Constitution	1.16
Non-operational	4.61
INPUTS ACQUIRED FROM THIRD PARTIES (includes ICMS and IPI)	1,159.30
Raw materials consumed	454.69
Cost of goods and services sold	584.42
Materials, energy, third-party services and others	120.19
Loss/recovery of assets	0
GROSS VALUE ADDED	(68.40)
RETENTIONS	17.58
Depreciation, amortization and exhaustion	17.58
NET ADDED VALUE PRODUCED BY THE ORGANIZATION	(85.98)
VALUE ADDED RECEIVED IN TRANSFER	11.14
Equity income	0.05
Financial income	11.09
TOTAL ADDED VALUE TO BE DISTRIBUTED	(74.84)
DISTRIBUTION OF ADDED VALUE	127.06
Personnel and charges	103.80
Taxes, fees and contributions	20.80
Interest and rent	1.58
Interest on equity and dividends	17.70
Retained earnings / loss for the year	74.70
Investments in the community	773.65
Accrued economic value (economic value generated minus economic value distributed)	(11.09)

A stack of white papers or documents is the central focus, resting on a wooden surface. The background is a blurred industrial setting with yellow metal structures, possibly part of a manufacturing or printing process. A blue diagonal overlay covers the bottom right corner, containing the text.

Client and Portfolio Management

Portfolio

Ibema develops products that offer protection, practicality, and well-being, being present in the daily lives of thousands of people.

As one of the largest cardboard manufacturers in Brazil, Ibema develops products that offer protection, practicality and well-being and are present in the daily lives of thousands of people. Its packaging guarantees the integrity of the contents and accompanies everything from everyday activities to special moments. This commitment reflects the way the company relates to the market, based on care, innovation and empathy.

With global operations, Ibema is present in the Americas, Africa, Europe and Asia, operating with an annual production capacity of 157,000 tons and with more than 700 direct and indirect employees. Its operations include two plants: Embu das Artes (SP), which specializes in recycling and reusing waste, and Turvo (PR), focused on producing paperboard from virgin fibre from planted forests. The company also has a distribution center in Araucária (PR) and administrative offices in Curitiba (PR), Buenos Aires (Argentina), and Miami (USA).

The Embu das Artes plant, considered a veritable “forest of scraps,” plays an essential role in Ibema’s circular economy strategy. The company’s commitment to sustainability translates into continuous investment in expanding the production of post-consumer materials, consolidating its leadership in this segment in Brazil.

Ibema’s portfolio includes 12 products, including Supera, Supera White, Supera W Print, Impona, Impona White, Naturale, Ritagli White 35, Ritagli Cream 35, Royal Blister, Royal Coppa Coating, Royal Coppa SC and Refibra. With this diversity, it serves sectors such as cosmetics, pharmaceuticals, food, personal and household hygiene, bags, premium packaging, blisters, fast food, frozen food, trays and cigarettes, demonstrating its versatility and ability to adapt to different market demands.



Development of Ritagli 10: Sustainable Innovation

Among the highlights of 2024, Ibema has developed Ritagli 10, an innovative paperboard that combines sustainability and high performance. Developed to meet the demands of the pharmaceutical, hygiene and cosmetics sectors, this product incorporates 10% post-consumer waste, reducing the use of virgin fibers without compromising print quality and rigidity, while maintaining the level of efficiency on printing lines.

As well as boosting the circular economy, Ritagli 10 allows conventional cards to be replaced, offering an environmentally responsible alternative. This balance between sustainability and performance makes it the ideal choice for brands looking to reduce their environmental impact without sacrificing quality and innovation.

Client Management

Ibema serves a number of clients who use its raw materials to produce packaging. Among the main sectors are: printers, consumer goods industries, startups and delivery service fintechs. Although it does not supply all of these end customers directly, the company maintains a strategic specification and development relationship, which contributes to the creation of technological solutions aligned with their needs.

Committed to the circular economy, Ibema continually invests in projects that promote this strategy, strengthening sustainability throughout the value chain. This commit-

ment translates into a close and diversified relationship with its customers, ensuring innovation and alignment with market demands.

As part of this effort, in 2024 Ibema actively participated in various events on sustainability and the circular economy, reinforcing its engagement with stakeholders in the sector:

- ABRE Sustainability Forum – An event focused on sector alignment and a vision of the future for sustainability in the packaging and consumer chain. Ibema was present with a stand in partnership with Anaparas, where

it presented mockups and promoted networking with representatives of major brands and entities in the reverse logistics sector.

- Greenmining x Bayer Leverkusen – Representatives of the German soccer club visited Ibema's EPF container in Embu to benchmark future projects involving EPF and Greenmining. The initiative allowed for an exchange of knowledge about the operation of the station and its sustainable practices.
- HSM 2024 – Event that discusses business transformation and innovation, driving leaders with a resilient

and sustainable approach. The meeting covered various topics, including ESG Management, exploring innovative strategies for business growth with purpose and social impact.

- Voz dos Oceanos (Pontal do Paraná) – Ibema, in partnership with the Voz dos Oceanos initiative, took part in a clean-up campaign on the beach at Pontal do Paraná, with Captain Schurmann in attendance. The action resulted in the collection of more than 140 kilos of waste, reinforcing the company's commitment to environmental preservation.

Ibema continuously invests in projects that promote this strategy, strengthening sustainability throughout the entire value chain.



NPS results

In 2024, Ibema continued to apply the Customer Satisfaction survey using the *Net Promoter Score (NPS)* methodology, with the aim of assessing customers' perception of the company's processes, products and interface areas. Last year, the survey was conducted with 126 companies and showed a significant improvement, with an increase of 24 points compared to 2023, resulting in an NPS of 58. Among the main highlights of the survey, customers pointed out the quality and standardization of the products, as well as the qualified service of the team.

This progress reinforces Ibema's position as a benchmark in the sector, demonstrating its direct influence on customers' purchasing decisions and its adherence to global ESG trends.

In response to the main points for improvement identified in the previous survey, the company implemented a price cap policy, giving the commercial area greater flexibility in negotiating prices with stakeholders. This initiative sought to mitigate the impacts of the challenging economic scenario, marked by the high exchange rate and rising pulp costs.

In line with Ibema's commitment to sustainability and to valuing the relationship with our customers, we have di-

rected our efforts towards active listening, which is fundamental to strengthening proximity with stakeholders and promoting a more transparent, collaborative relationship based on mutual trust.

Based on this continuous dialog, we implemented strategic actions aimed at the opportunities for improvement identified, such as those linked to operational excellence, the result of more efficient planning and logistics management. In the same way, we strengthened the internal processes with the aim of speeding up service, optimizing flows and strengthening the relationship team to guarantee faster and more assertive responses.

Another priority was to better communicate our products, their specificities, differentials and prices, in order to facilitate customer decision-making and broaden their understanding of Ibema's portfolio.

These initiatives reflect the company's dedication to continuous evolution, placing the customer at the center of decisions and reaffirming the company's role as a strategic and responsible partner within the production chain and consumer market.

NPS results reinforce Ibema's position as a benchmark in the sector, highlighting its direct influence on customer purchasing decisions and its adherence to global trends in ESG.

Awards

Ibema continues to stand out in the packaging sector, being recognized for its innovation, design, functionality and commitment to sustainability. In 2024, the company won important awards as a result of its work in partnership with major brands and the development of more sustainable solutions for the market.



ABRE Award

In partnership with the Boticário Group, Gonçalves Packaging and Almanaque Estúdio de Criação, Ibema won the ABRE Brazilian Packaging Award 2024, in the "Packaging and Market – Cosmetics and Toiletries" category, Gold class.

As well as supporting a playful language project, the packaging for the kits is made from Ibema cardboard, a highly recyclable material from a renewable source, reinforcing the commitment to sustainability.



Great Packaging Cases

Two projects involving Ibema were recognized in the Great Packaging Cases 2024 Awards, highlighting the combination of sustainability, design and functionality.

One of the highlights was the sophisticated box developed for the Lindt & Sprüngli Brasil Easter Egg, in partnership with Ibratec. Another award-winning project was the new packaging for the Cuide-se Bem hand creams from the Boticário Group, created in collaboration with Kingraf Indústria Gráfica, Valkiria and AB Plast.



Best and Biggest 2024

For the second year running, Ibema appeared in Exame's "Best and Biggest" ranking, consolidating its place among the 1,000 largest companies in the country in terms of revenue and in the Top 10 in the Pulp and Paper category.

The ranking considers publicly traded companies or companies with public financial data, analyzing accounting projections published in the Official Gazette of the states, balance sheets from sources such as B3 and CVM, as well as widely circulated media.



Social Management




Equal opportunities, diversity and inclusion

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

Collaborators

Ibema considers collaborative action and working for the benefit of the whole to be pillars of its organizational culture, because of this, guaranteeing fair and balanced working conditions is part of the company's commitment. At the end of 2024, the workforce consisted of 705 own employees and 260 non-own employees (182 third parties, 33 temporary, 19 trainees, 24 apprentices, 2 PJs), 99% of whom are covered by collective bargaining agreements.

Total number of workers by employment contract and gender – GRI 2-7, 2-8

Gender	Own employees	Third-party employees (permanent contract)	Third-party employees (temporary contracts)	Total (own and third parties)
	540	160	29	729
	165	67	4	236
	705*	227	33	965

* 99% of employees are covered by collective bargaining agreements. The 02 employees in Argentina are not covered by collective bargaining agreements because they are not bound by Brazilian law, and the 05 directors and president are covered by statutory contracts.

Total number of employees broken down by region – GRI 2-7, 2-8

	Headquarters – Curitiba/PR	Factory – Turvo/PR	Distribution Center – Araucária/PR	Factory – Embu das Artes/PR	Argentina	Total
Own employees	105	404	20	174	2	705
Permanent employees	15	66	10	136	0	227
Temporary employees	0	5	0	28	0	33
Grand total	120	475	30	338	2	965

Note 1: All Ibema's own employees work full time.
Note 2: Only the 24 apprentices and 19 trainees work part-time.
Note 3: Own employees include the 05 Directors, who are not counted among the employees with a permanent contract, as they hold statutory positions.

Diversity Equity and Inclusion

Ibema recognizes the importance of diversity and believes that the company should reflect the plurality of society, promoting an inclusive, equitable and respectful environment. E n 2023 the company carried out its first Diversity Census, with the support of an external consultancy, guaranteeing confidentiality and anonymity for the participants. Based on the analysis of internal demographics and the stage of maturity in Diversity, Equity and Inclusion (DE&I), elements were defined to structure concrete actions that promote the appreciation of diversity, inclusion and respect for human rights.

Based on this data, a leadership training plan was developed, along with the promotion of diversity training and the launch of the **DE&I Guide**, a booklet to strengthen the culture of respect and inclusion. Further, the **We Care** affinity group was created, aimed at women, with the aim of building a support network focused on well-being, health

and career, encouraging the professional development of female employees.

In 2024, the We Care Affinity Group also promoted initiatives aimed at well-being, personal development and values such as circularity and diversity. The main actions carried out include:

- **Internal Library to Encourage Reading and Circularity** – An internal library dedicated to exchanging books was implemented, encouraging reading among employees and promoting the circularity of knowledge and materials. This initiative reinforces our commitment to sustainable practices and cultural enrichment.
- **Health Survey** – In order to better understand employee habits, a health survey was carried out, the results of which will serve as a basis for structuring actions in line with the defined pillars. This initiative reflects We Care's commitment to understanding and meeting employees' real needs.

Ibema has set itself the goal of increasing female participation in the company, reinforcing its commitment to the inclusion of all.

- **Breast Cancer Awareness** – During the month of October, the group held informative talks on breast cancer at various units, raising awareness and providing valuable information on prevention and care.
- **Sharing Knowledge and Networking** – In recent years, We Care has held meetings that have given employees the opportunity to share career experiences and discuss issues relevant to the business with influential figures in the sector, strengthening networking and professional growth.
- **Support for the 1st Women in Print** – In 2024, Ibema, through We Care, supported the pioneering event “1st

Women in Print,” aimed at gender representation in the paper chain and printing industry. This action reinforces our commitment to diversity and equality.

The We Care Affinity Group continues to play a crucial role in promoting a healthier, more inclusive and sustainable corporate culture, setting new standards of excellence within Ibema. With the implementation of the actions planned for 2025, it is hoped to further expand the positive impacts in the dimensions of employee health, development and well-being.

Percentage of total own employees by functional category and diversity (%) – GRI 405-1

	Board of Directors	Management	Coordination	Experts	Leaders	Professionals	Operational	Technicians
Employees by gender								
	75%	73%	71%	71%	92%	47%	84%	83%
	25%	27%	29%	29%	8%	53%	16%	17%
	100%	100%	100%	100%	100%	100%	100%	100%
Employees by age group								
Under 30	0%	0%	4%	11%	4%	22%	37%	21%
Between 30 and 50 years old	50%	93%	82%	82%	79%	70%	56%	71%
Over 50 years old	50%	7%	14%	7%	17%	8%	8%	8%
Total	100%	100%	100%	100%	100%	100%	100%	100%

Note: Ibema has a joint board made up of the groups that represent it, however the members are not Ibema employees, the board is made up of four members, all men.

Proportion of basic salary and compensation 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
Board of Directors	0.82	0.67
Management	0.93	0.95
Coordination	1.03	0.99
Experts	1.07	0.92
Leaders	0.80	0.61
Professionals	0.86	0.76
Operational	0.74	0.70
Technicians	0.77	0.71

Note 1: The proportion is calculated by dividing the basic salary and compensation of women by the basic salary and compensation 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 2024 for compensation and December for benefits.

Note 3: Compensation (Taking into account all income paid between January and December 2024, 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 amounts or company cost charges such as FGTS, INSS etc.

The channel is managed by ICTS Aliant, an external, independent and specialized company responsible for receiving, analyzing and classifying the reports, drawing up an immediate investigation plan.

Complaints are registered and investigated with methodology and legal backing, guaranteeing confidentiality,

anonymity and a ban on retaliation. Reports can be followed up via protocol on the website or by telephone. The Ethics Committee, made up of representatives from the Finance, People & Culture, Internal Controls, Governance, Legal and Board areas, conducts investigations, implements corrective measures and provides feedback to whistleblowers.




In 2024, there were no records of discrimination at Ibema. All complaints received through the Ethics Channel are handled and investigated by the Ethics Committee, which manages and returns the protocols to the complainants. GRI 406-1

Training and education

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

Ibema guarantees the continuous learning of its employees through the application of various training courses, both mandatory and optional, aimed at improving performance in their activities. In addition, the company is committed to promoting induction programs for new employees and provides subsidies for technical, undergraduate and postgraduate courses. There are also initiatives aimed at leadership training, seeking to align essential knowledge and skills with the company's organizational culture and purpose. This approach aims to strengthen the connection between employee development and business strategy.

Average number of training hours by gender and functional category – GRI 404-1

Gender	Number of own employees	Hours of training offered	Average hours of training
	540	11,207.40	20.75
	165	2,298.25	13.93
	705	13,505.65	19.16

Functional category	Number of own employees	Hours of training offered	Average hours of training
Board of Directors	4	113	28.25
Management	15	556.10	37.07
Coordination	28	741.40	26.48
Experts	28	502.25	17.94
Leaders	24	250.35	10.43
Professionals	115	1,979.20	17.21
Operational	379	5,525.10	14.58
Technicians	111	3,779.45	34.05
Total	705	13,504.85	19.21

Ibema evaluates the effectiveness of training based on evidence of improvements generated by the application of the knowledge acquired. The records used include:

- Effectiveness evaluation
- Request for Training, Courses and Events
- Attendance and Participation List
- Evaluation of Training Reaction

For 2025, the company is developing a new digital format, in which managers will be responsible for deciding and evaluating the performance indicators impacted by training, improving effectiveness management.

Education and Development Incentive Program

Ibema supports the education and professional growth of its employees through the Education and Development Incentive Program, offering scholarships for technical, vocational, undergraduate, graduate, MBA, master's and language courses.

Reinforcing its commitment to education, Ibema runs the EJA program – Education for Young People and Adults, through the Education Partner Industry initiative, in partnership with SENAI. This program gives employees the opportunity to complete basic education and access other training and professional development initiatives.

Ibema maintains an ongoing commitment to the learning of its employees, strengthening the connection between their development and the company's business strategy.




Outplacement Plan

To support employees in career transition or retirement, Ibema has made available a booklet with guidelines for professional relocation. The material covers topics such as financial planning, updating CVs and social networks, expanding the network of contacts, registering on digital platforms and developing new skills. The outplacement plan also includes emotional health support sessions and guidance on behavior and career planning, recognizing that professional success depends on strategic decisions and continuous investment in qualifications.

Performance Evaluation

Competence management at Ibema takes place through a structured process of performance and potential assessment. This process includes filling in specific evaluation forms, registering in the feedback system, holding Performance Forums to deepen evaluations and drawing up Individual Development Plans (IDPs). The methodology adopted follows the 70/20/10 model, in which 70% of learning takes place in practice, 20% through interaction with more experienced colleagues and 10% through formal courses and training. This model aims to improve the performance and behavior of Ibema’s employees.

Percentage of employees receiving performance and career development reviews by gender and functional category – GRI 404-3

Gender	No. of own employees who received an analysis	No. of own employees	% by gender
	450	540	83%
	135	165	82%
	585	705	83%

Functional Category	No. of own employees who received an analysis	No. of own employees	% by functional category
Board of Directors	4	4	100%
Management	11	15	73%
Coordination	26	28	93%
Experts	22	28	79%
Leaders	24	24	100%
Professionals	92	115	80%
Operational	306	379	81%
Technicians	99	111	89%
Total	585	705	83%

Employee well-being, health and safety

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

Safety is one of Ibema’s key pillars and is a priority aspect of its organizational culture. To ensure a safe working environment, the company implements an Occupational Health and Safety (OHS) management system in all its units, with the aim of identifying and assessing risks, adopting preventive measures to avoid accidents and occupational illnesses among its own employees and third parties.

Ibema's OSH management system is based on legal requirements, premised on NR-1, which establishes the Risk Management Program (PGR), and NR-7, which governs the Occupational Health and Medical Control Program (PCMSO). Aside from that, its structure follows the guidelines of ISO 45001, and all actions are controlled and monitored by the Qualiex software. The system’s coverage extends to all employees, regardless of their job title, and everyone is responsible for reporting any accidents or incidents to management immediately.

All operational and administrative activities are covered by the OSH system, which strictly adheres to the regulatory standards of Ordinance No. 3214. The main guidelines implemented include:

- NR-1 – General provisions and occupational risk management
- NR-5 – Internal accident prevention committee
- NR-6 – Personal protective equipment – PPE
- NR-7 – Occupational health medical control program
- NR-9 – Assessment and control of occupational exposure to physical, chemical and biological agents

- NR-10 – Safety in electrical installations and services
- NR-11 – Transportation, movement, storage and handling of materials
- NR-12 – Safety at work in machinery and equipment
- NR-13 – Boilers, pressure vessels and metal storage pipes and tanks
- NR-17 – Ergonomics
- NR-20 – Safety and health at work with flammable and combustible materials
- NR-23 – Fire protection
- NR-26 – Safety signs.
- NR-33 – Safety and health at work in confined spaces
- NR-35 – Working at height

Ibema continually invests in improving its safety processes. In addition to Qualiex, a platform used as a virtual library of internal policies and procedures, the company keeps records of deviations and action plans to correct issues related to health, safety and the environment

Occupational Risks

Ibema maintains a mapping system focused on identifying occupational hazards and risks through the Preliminary Risk Analysis (APR). This risk matrix allows for the qualitative and quantitative identification of the threats present in work environments and operations, establishing control measures and actions in the event of emergencies. The APR also determines the hierarchy of control measures and the adoption of Personal Protective Equipment (PPE), contributing to the elimination, control or minimization of risks and preventing incidents and accidents at all levels of severity.

The company uses a system for issuing safety tags to identify and record unsafe conditions, as well as a reporting program dedicated to monitoring unsafe behavior. To reinforce the safety culture, Ibema has adopted 11 basic OSH principles, emphasizing that all accidents can be avoided.

Fixed employees and third parties are encouraged to exercise their right to refuse, as provided for in the CLT, which is widely disseminated during OSH integration and training. The Specialized Service in Safety Engineering and Occupational Medicine (SESMT) coordinates campaigns to encourage the identification and recording of risk conditions, with these principles being disseminated during onboardings and new onboardings and made available on the Qualiex platform.

It is ISO 9001, ISO 14001 and FSC® (FSC-C004702) certified, guaranteeing a structured approach to preventing and mitigating risks to workers' health and safety. As well as setting internal standards, these certifications reinforce the requirement to take care of health and safety with suppliers and partners. The company also maintains an OHS management system, with specific mapping of the risks related to its area of operation, as well as a structured system for evaluating and controlling suppliers, ensuring that all those involved in its operations meet occupational safety requirements. In 2024, Ibema also invested in the

automation of various processes in the logistics and planning areas, with the aim of increasing safety throughout the value chain.

Work Incidents

Ibema has a platform dedicated to recording, investigating and analyzing incidents, near misses and accidents. Whenever an event occurs, a GID – Gestão de Incidentes e Desvios (Incident and Deviation Management) is generated, which must be analyzed by the person in charge of the sector in conjunction with the Specialized Service in Safety Engineering and Occupational Medicine (SESMT). During this investigation, root causes are identified and control measures defined to prevent similar cases from recurring.

On top of that, the company has an Occupational Hazards and Risks Survey (LPRO) program, which aims to identify occupational hazards and risks that require a high level of investment to mitigate. Complementing safety actions, it has a specialized occupational health department, responsible for carrying out medical examinations at all stages of the employee's journey – admission, periodic, change of function, return to work after leave and dismissal. The focus is on prevention and early detection of possible occupational illnesses, guaranteeing corrective action and restoring the health of employees whenever necessary.

Work-related injuries – GRI 403-9

	Number	Fee	No. of hours worked
Owned 2024	12	25,74	1.089.305
Owned 2023	6	5,10	1.178.154
Own 2022	2	1,68	1.192.213
Third parties 2024	1	9,90	364.853
Third parties 2023	4	9,30	437.357
Third parties 2022	-	-	325.520

Note 1: Data referring to the Turvo and Embu das Artes plants. Injuries with less severe consequences were caused by failures to control dangerous energy sources and a lack of risk perception and analysis when performing simple, routine tasks and non-routine activities. The accidents that occurred were caused by unsafe conditions and behaviors. The most severe accidents were caused by placing hands on moving equipment. None of the injuries recorded resulted in fatalities.

Note 2: The rates were calculated according to the formula "total recordable work-related injuries/total hours worked (1,000,000)"

Occupational Health Services
GRI 403-3

Ibema has occupational health clinics at its plants, equipped with occupational doctors and nurses responsible for coordinating the Occupational Health Medical Control Program (PCMSO), along with teams of firefighters trained to provide assistance in the event of accidents or medical emergencies. This program is structured based on the occupational risks identified in each unit's Risk Management Program (PGR). The medical team manages all occupational medical examinations – admission, periodic, change of job, return to work and dismissal. If any changes are detected in the results, the occupational physician immediately assesses the situation and calls in the safety technician to check for possible deviations in the performance of the employee's activities.

The company also promotes seasonal health and medical campaigns, such as Yellow September, Pink October and Blue November, as well as vaccination actions, prevention of sexually transmitted diseases (STDs), combating smoking and programs aimed at raising awareness about alcohol and drugs. These initiatives take place in sync

with internal events such as the Internal Week for the Prevention of Accidents at Work (SIPAT). An example of a specific action is the vision quality campaign, which includes making safety glasses with graduated lenses for employees who need visual correction.

Ibema has also hired a consultancy specializing in ergonomic analysis, which assesses working conditions at its industrial units. At non-operational units, occupational medical care is provided by the Industry Social Service (SESI), guaranteeing adequate technical support from specialized health professionals.

In addition to taking care of its employees' health, Ibema implements strict inspection procedures for trucks and cargo vehicles, ensuring safety before and after loading and unloading operations at its units. Recently, the company adopted a policy to prevent alcohol abuse, reinforcing its commitment to the safety and well-being of everyone involved in its operations.

Occupational Health and Safety (OHS) campaigns and training are continuously promoted to strengthen the company's culture of prevention.

SST Communication and Training

GRI 403-4, 403-5

Every day, employees take part in the Daily Safety Dialogues (DDS), where they are responsible for preparing and presenting topics related to health and safety, encouraging engagement and the dissemination of knowledge.

The company has an Internal Accident Prevention Commission (CIPA), made up of elected and appointed members, who meet monthly according to schedule. Independent of the Specialized Service in Safety Engineering and Occupational Medicine (SESMT), CIPA acts autonomously in identifying risks, reporting unsafe conditions and proposing preventive actions. The SESMT, made up of occupational safety technicians, an occupational doctor and a nursing team, provides support and control to ensure safer and healthier environments for workers.

All our own and third-party employees undergo safety integration, as required by NR-1, as well as specific training for each position and a wide range of training courses, taking into account all the NRs mentioned in the guidelines, as well as other essential training courses: OSH Master Lines, LOTO (Lockout of Hazardous Energies) and Hazardous Work Access Permits.



Suppliers

GRI 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. Moreover, 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, 62.9% of the budget is allocated to local suppliers, considering those located in the states of Paraná and São Paulo. In addition to the criterion of assessing proximity to industrial plants during negotiations, supply chain management is supported by tools such as the Electronic Market System, SAP ERP, purchasing reports and Business Intelligence (BI).

Supplier Registration and Approval Procedures

Since 2021, Ibema has used the Linkana portal to register, approve and continuously monitor suppliers. The tool automates the verification of public information and requires documentation according to the supply category. Critical suppliers – such as those for raw materials, packaging, paper cutting and extrusion services, the environment, safety and transportation – must answer specific environmental questionnaires in order to carry out in-depth assessments, except when they are ISO 14001 certified. The system consults bodies such as IBAMA and the Labor Inspection Secretariat, automatically eliminating suppliers with records of child labor or labor analogous to slavery. All contractual clauses include a ban on these practices.

In 2024, Ibema assessed the hiring of 477 new suppliers, of which 120 were selected based on social and environmental criteria, representing 25.16% of the total.

The portal also monitors the environmental impacts of Ibema's suppliers, with criteria detailed in the Linkana ESG Rating. In 2024, the average environmental risk score was 9.93 on a scale of 10.00, and no environmental impacts were recorded as a result of suppliers' activities. As such, there was no need for replacements or de-accreditation, but if significant impacts occurred, the measures adopted would include monitoring, replacement or de-accreditation, depending on the severity.

In addition to maintaining these procedures, in 2024 Ibema developed a specific Code of Conduct and Ethics for suppliers, accompanied by an educational process to ensure

alignment with the company's guidelines, while respecting the particularities of each partner. Commitment to this agenda will continue to evolve in 2025.

Another significant advance in supplier relations was the strengthening of the circularity agenda. In the last year, Ibema has intensified projects to increase the collection of post-consumer materials, including initiatives to install collection containers with business partners. Dialogue with suppliers, both direct and indirect, was expanded to boost the development of more sustainable materials and reinforce its commitment to sustainability in the supply chain.



Community

GRI 413-1, 413-2

By aligning its actions with its value of "performing wisely," Ibema seeks to minimize possible negative impacts on the surrounding communities. To this end, it develops community initiatives based on an annual calendar and mitigates risks through structured planning.

The main risks and impacts on the surrounding communities have been mapped and measures to mitigate them have been implemented:

- **Risk of accidents (people and animals) due to the flow of buses and trucks** – mitigated through alternative routes that avoid residential areas, adjustments to the charter transport route and the main access to the plant.

- **Commitment to the quality of the road network** – in 2024, the City Council started paving the streets around Vila Residencial. In 2025, Ibema will continue to monitor and work with the municipality to improve the region's road infrastructure.
- **Dust nuisance** – this is also an issue related to asphalt paving, which is part of Ibema's negotiations with the City Hall.
- **Impact on local communities' way of life** – large-scale projects and events are planned in dialogue with the community, ensuring participation and alignment with their needs.

In addition, the Social Responsibility area, in partnership with other Ibema areas and institutions in the region, develops various social programs to support the surrounding communities.

Education Incentive Programs

- **EJA – Education for Young People and Adults** – In partnership with SESI, this allows employees and members of the community to complete elementary school and high school. There are currently 118 active enrolments, 109 from the community and 9 from employees. The program is ongoing and has already received recognition with the Education seal for its high enrollment rate.
- **Professional Qualification** – Offering free training courses in partnership with Sistema S and SENAR. In 2024, 302 people enrolled in courses such as Warehouse Manager, Administrative Assistant, Accounting and Digital Inclusion.

Paper Friend Program

Disposal of discarded cardboard paper to educational institutions, replacing plastic materials in teaching activities. Benefited 19 institutions in Paraná and 8 in São Paulo, with the donation of 78 reams of paper. Continuous impact on reducing waste and encouraging sustainable education.

Ibemarte Program

Training artisans to make and sell products made from factory waste, promoting the circular economy and sustainable entrepreneurship. The program includes workshops on management and production techniques, as well as support for formalization. It serves communities in Turvo, the Koe Ju Porã indigenous village and the Amorphilia NGO in Embu das Artes.

Culture Incentive Program

- **Packing the Art** – Free theatrical performances to strengthen local culture and training for public school teachers. In 2024, there were six performances, reaching 1,500 people, and six workshops for 104 teachers. The program is funded by tax incentives and direct investment.
- **Christmas Cantata** – Free event with Christmas cultural performances for the Turvo community, including a professional circus show and the participation of public school students. In 2024, more than 400 people took part. The investment covers infrastructure and performances.

D-Day – Citizenship

Social action in partnership with UBS, CRAS, universities and Sebrae, offering citizenship and health services. In 2024, over 50 documentation queries were carried out, 500 laboratory tests, 40 vaccinations, as well as awareness campaigns and lectures. The investment covers structure, food and laboratory tests.

Partnership Actions



Family Walk (Embu das Artes)

Event held in partnership with the City Council and CMDCA, bringing together more than 2,500 participants. Ibema donated 270 kg of apples and 20 gallons of water, as well as providing organizational support.



Indigenous Festival (Kaingang ethnic group)

45 students from the state school system visited the festival, promoting cultural exchange.



SORIPEL Project

- **Jiu-Jitsu classes** – child and youth development through sport, benefiting 8 students.
- **Rhythmic Gymnastics** – Physical and psychomotor strengthening for girls aged between 6 and 15, with 9 students attending in the first semester of 2024.



Music for all (Turvo City Hall)

Guitar, keyboard and harmonica/accordion classes to develop musical skills in the community. The program currently serves 27 students in total.



Volunteering – Warm Clothing Campaign

Collection of 6,500 items of clothing for vulnerable communities.

Embu das Artes	Turvo	Curitiba and Araucária
1,300 pieces	4,500 pieces	800 pieces

Investments via Tax Incentive Laws

- **Angelina Caron Hospital** – Better Care for the Elderly: Project that optimizes care for the needy elderly, reducing gaps between the public and private systems.
- **Casa do Tiaminho** – An educational space that strengthens family and community ties through cultural, sporting and educational activities.
- **Fantastic Gymnast Project** – Encouraging rhythmic gymnastics for children and teenagers, with high-performance training. It currently serves more than 250 students and has won 10 titles in 28 championships.
- **Happiness Congress** – An event that discusses the science of happiness, mental health and well-being, promoting integrative practices and reflections on quality of life.
- **Musicians of the Future** – Musical training for young people from vulnerable communities, promoting social inclusion and artistic development. Dindo Project: Educational and social assistance for vulnerable children and teenagers, reducing school drop-outs and strengthening families.

In all, the tax incentive projects
amounted to approximately
R\$ 420 thousand
in investments.





Environmental Management

Microplastic

Millions of tons of plastic are discarded in the oceans every year, mainly due to poor waste management and the improper disposal of single-use plastics. Over time, this waste fragments and turns into microplastics, contaminating marine ecosystems and entering the food chain, posing serious risks to biodiversity and human health. Scientific studies already indicate possible links between the presence of microplastics in the body and impacts on the immune and reproductive systems.

To tackle this environmental crisis, it is essential to reduce consumption of single-use plastics, improve waste management and encourage recycling. Several countries have already adopted regulations to minimize the impact of these materials and promote sustainable alternatives. In this context, Ibema plays a strategic role in replacing plastic with more sustainable solutions, encouraging the use of paperboard packaging, a material that comes from renewable sources, is biodegradable and highly recyclable. By replacing disposable plastics with paper packaging, the company contributes to the circular economy, reducing plastic pollution and offering environmentally responsible alternatives to the market.

Focusing on the purpose described above, we have developed a new project in which our Factory Price Station container also collects plastic materials, such as PET packaging.

This initiative expands Ibema's role in the reverse logistics chain, offering consumers and partners a correct and accessible disposal point. As well as preventing these materials from ending up in landfills or in the environment, the collection contributes to the circular economy, promoting recycling and the transformation of this waste into new products.

The project also strengthens our environmental education actions, by demonstrating in practice how small attitudes

can generate big impacts. In this way, we continue to work hand in hand with our customers, suppliers and communities to build a cleaner, more conscious and sustainable future.

Thus, in addition to developing alternatives to minimize the impact of plastic in the oceans, Ibema intends to act as a platform for raising awareness, informing about the importance of correct disposal and promoting society's engagement in this cause. In partnership with Voz dos Oceanos, the company is reinforcing the message that the problem is not plastic itself, but its improper disposal, which results in marine pollution. The fact that this waste remains in the environment for decades contributes to its degradation into microplastics, generating an environmental impact that is still unknown in its entirety.

The concern about microplastics involves understanding that a large part of the plastic waste in the ocean has not yet decomposed. Uncertainty about the future effects of this fragmented material reinforces the urgency of measures to replace plastic with more sustainable alternatives. Ibema is committed to expanding the use of paper packaging and encouraging responsible waste disposal.

Because of the importance of and concern about plastic pollution in the oceans, Ibema has invested in solutions and mechanisms to mitigate this environmental challenge. Actions and initiatives have been carried out, including strategic partnerships and educational campaigns, with the aim of promoting social awareness and engagement on the urgency of adopting more sustainable practices. In partnership with Voz dos Oceanos – a global movement to combat plastic pollution through maritime expeditions and awareness-raising actions – Ibema reinforced its commitment to environmental protection and encouraging changes in behavior, seeking more ecological and effective alternatives, in addition to some actions and events, as follows:

Beach Cleaning

In October, Ibema employees, together with volunteers from Voz dos Oceanos and the NGO Eco Local Brasil, took part in a clean-up at Pontal do Sul beach, in Pontal do Paraná (PR). During the initiative, approximately 140 kilos of waste were collected, which might otherwise have been transported to the

ocean. The aim of the action was to make the community aware of the importance of disposing of waste correctly and to highlight the urgent need to replace single-use plastics – straws, cups, gift wrapping and other disposable containers – with more sustainable solutions.





Ibema reinforces its commitment to environmental protection and encouraging behavioral change, seeking more ecological and effective alternatives.

HSM+

In November, Ibema's CEO, Nilton Saraiva, took part in HSM+ alongside Captain Vilfredo Schurmann, from the Voice of the Oceans, and leaders from all over Latin America, in a meeting dedicated to innovation in management. The debate emphasized the urgent need to reduce plastic pollution in the oceans in order to contain the advance of climate change. Data from the Brazilian Institute of Forests points out that without the oceans, life on Earth would face extreme conditions, with temperatures potentially exceeding 100°C, while estimates point to the accumulation of 86 to 150 million tons of plastic in the waters.

Shopping JK Iguatemi Exhibition

Ibema was present at the **Voz dos Oceanos (Voice of the Oceans) exhibition** at the JK Iguatemi Shopping Mall in São Paulo (SP) in mid-2024. Combining technology and science, visitors "boarded" the sailing ship Kat for a sustainable and transformative expedition across the vastness of the oceans. Ibema employees and clients were invited to see the exhibition. Ibema was at the launch cocktail party and gave its guests an exclusive tour led by Captain Vilfredo Schurmann.

The exhibition featured nine playful and interactive stations distributed in a structure made from recycled and recyclable waste, which was carefully earmarked for other uses at the end of the exhibition. The proceeds from ticket sales went 100% to the awareness-raising projects of the Voice of the Oceans Institute.

Follow-up to Bill No. 2524/2022

The Bill establishes rules on the circular economy of plastics, defining guidelines for reducing pollution, encouraging recycling and the sustainable use of plastic materials. The proposed seeks to bring Brazil into line with the best international practices, promoting the transition to a more sustainable production and consumption model.

Follow-up to the Global Plastics Treaty (INC – Intergovernmental Negotiating Committee)

An international agreement led by the UN to reduce plastic pollution in the world. The treaty seeks regulations on the production and disposal of plastics, promoting the transition to a circular economy. Ibema is closely following these negotiations, as the packaging sector will be directly impacted by the regulations set out in the agreement.

Circular economy

GRI 3-3, 203-2

Ibema has the circular economy as one of the strategic pillars of its operations, by complying with environmental legislation, enhancing the value of the production chain and reducing the amount of waste sent to landfills and dumps. The company actively contributes to complying with the National Solid Waste Policy (PNRS), also supporting other companies in complying with the legislation that requires the correct disposal of their packaging. Between 2021 and 2024, approximately **12,500 tons of waste** were recycled, mitigating environmental impacts and promoting social benefits through the appreciation of recycling.

Ibema encourages the formalization and expansion of the financial and material flow for workers whose main source of income is waste collection, one of the ways it does this is through the **Factory Price Station Project**, thus generating significant social impact.

Another highlight of this strategy is the reverse logistics pilot project (Ciclo Bom), implemented in partner stores in the fast-food sector, which makes it possible to collect paperboard cups and reuse them at the Embu das Artes plant, promoting efficient reprocessing of the material.

To strengthen the recycling chain, new partnerships are being developed for the acquisition of post-consumer waste, involving cooperatives and initiatives that structure the supply chain. Strategic partnerships are also being established with management entities, creating mechanisms to guarantee the traceability of results. As part of this commitment, the company works in collaboration with brand manufacturers and startups specializing in reverse logistics, enabling the recycling of materials – including collection, recycling and transformation into new packaging.

Monitoring and Governance

There is continuous monitoring of post-consumer recycled materials, tracking the volumes processed on a monthly basis, categorized by type of trimmings and origin. The issue is discussed at the company's strategic meetings, ensuring governance and control over circular economy projects. These initiatives are communicated through the company's institutional channels, including social networks, videos, e-mail, among others, raising awareness of the importance of recycling and encouraging other companies to set up their own reverse logistics programs.

Economic and Social Impacts

In addition to the environmental benefits, Ibema's activities generate significant economic and social impacts, including:

- **Generating jobs and income** – The company strengthens the regional economy by directly employing its employees and creating indirect job opportunities, especially in the areas of forest management, transportation, logistics and paperboard recycling.
- **Development of the production chain** – Prioritizes local suppliers whenever possible, boosting the growth of small and medium-sized businesses and strengthening the economy of the regions where it operates.
- **Socio-environmental initiatives** – The company maintains environmental education programs, incentives for recycling and support for community projects aimed at promoting social welfare.

Through these initiatives, Ibema reaffirms its commitment to sustainability, generating value for society and consolidating its responsible performance in the paper and packaging sector.



Highlights and Initiatives

ABRE Sustainability Forum

In 2024, Ibema took part in the ABRE Sustainability Forum, an event that aims to strengthen sector alignment and the vision of the future for sustainability in the packaging and consumer chain. During the event, the company took part with an exclusive stand, promoting the activation of Anaparas and presenting various innovative packages using materials from its production as a portfolio.

Attendance at the forum also provided networking opportunities with representatives of major brands and entities in the reverse logistics sector, broadening the dialog on sustainable solutions for the packaging market.

Visit from the Bayer 04 Leverkusen Delegation

In November, Ibema received a visit from representatives of Bayer 04 Leverkusen, one of Germany's most traditional soccer clubs, at its factory in Embu das Artes/SP. Among the visitors was Paulo Sérgio, a former Brazilian footballer.

The main purpose of the visit was to get a closer look at the workings of the Factory Price Station Project, an Ibema initiative in partnership with the **Boticário Group** and the reverse logistics company **Green Mining**.

During the visit, the club made official its support and investment in circular economy actions and had the opportunity to see Ibema's operations.



Factory Price Station

Container in Embu das Artes/SP that receives waste from residents of the city and surrounding areas, converting the weight into cash.

1,232
tons
of paper and
glass collected

738
tons
of paper
collected

1,007
families
impacted

R\$ 695,000
in income
generation for
families



Ciclobom

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

458,698
cups
collected,
totaling
5.2 tons

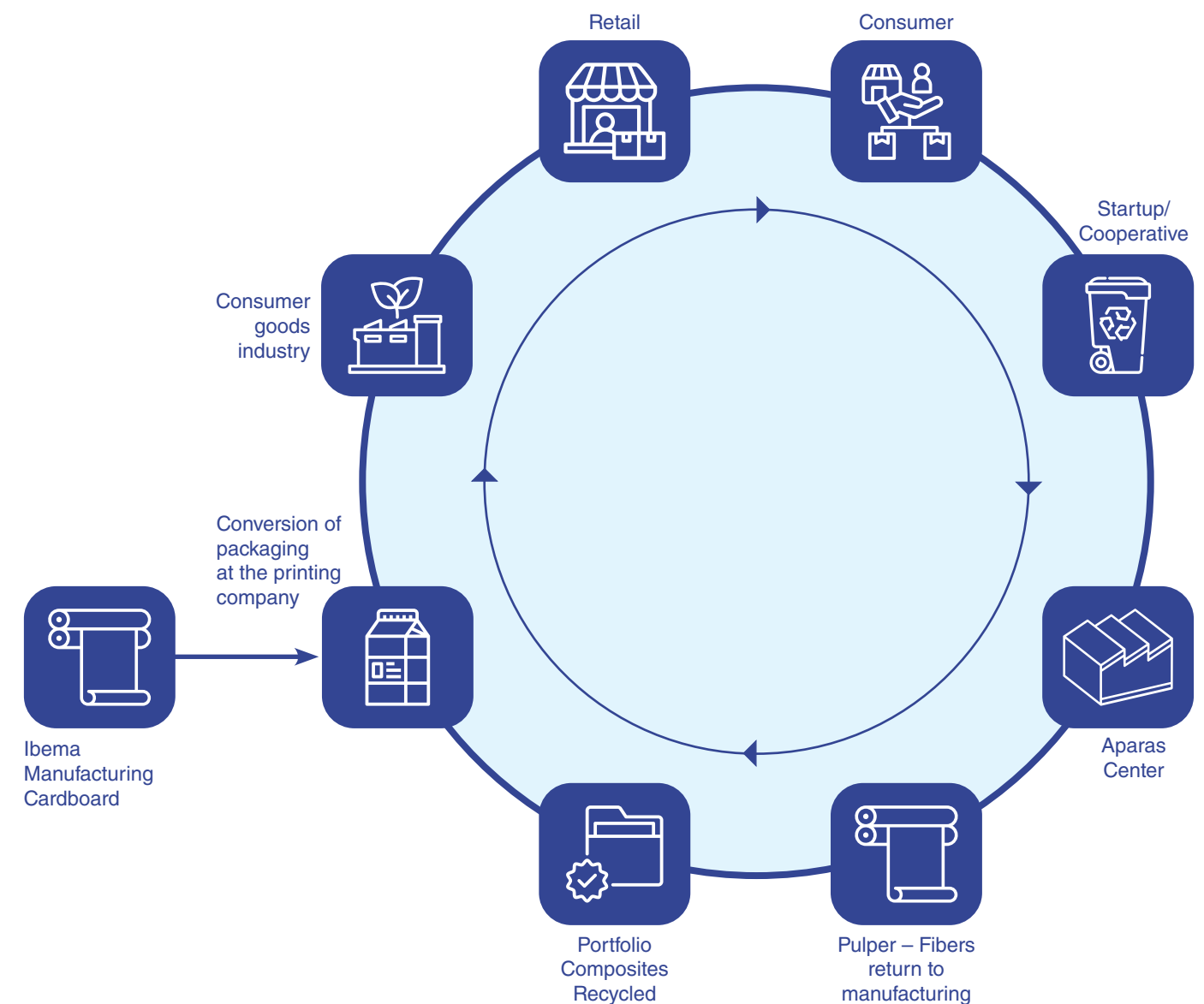
OBOTICARIO

Catalogs – Grupo Boticário

Project that transforms out-of-print catalogs into raw material for Ri-tagli's production.

141
tons

Ibema's Circularity Process



Materials

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

The materials management process reinforces Ibema's responsibility towards the circular economy.

Ibema uses recycled inputs in its plants, reinforcing its responsibility towards the circular economy. In 2024, at the Embu das Artes plant, these materials represented 24.32% of the total inputs consumed, while at the Turvo unit, the percentage was 7.34%. In total, the company used 26,264,469 kg of shavings, both from its own operations and from external suppliers.

The inputs used in production are mostly of renewable origin. These include:

- Shavings (raw materials derived from recycled materials), which represent 13.06% of total consumption.
- Raw materials from renewable sources (such as starches, cellulose, binders, glue, as well as own pulp and third-party pulp), which accounted for 75.29% of the total consumed.

Classification and Management of Scrap

The shavings used in the production process are classified as follows:

- **Pre-consumer shavings** – originate from leftover materials from printing company processes, which do not reach the end consumer.
- **Post-consumer shavings** – materials discarded by consumers and then sent to the recycling market, being acquired by Ibema for reuse in its production chain.

The chips are purchased according to the sales schedule, discussed at the Sales and Operations Planning (S&OP) meetings. The demand for raw materials is estimated by the Production Planning and Control (PCP) team, while the Logistics area checks the materials received before they are sent to production.

The Procurement area conducts the supplier approval and development process, ensuring compliance with the company's environmental and operational standards, and the Environment area is responsible for asking suppliers

to issue the Waste Transport Manifest (MTR), an essential document for tracking the correct destination of the scraps. After checking, the Waste Disposal Certificate is issued, ensuring that the entire reuse process is up to date with current environmental regulations.

Materials used – GRI 301-1

Material	2024 (kg)	2023 (kg)	2022 (kg)	Renewable or non-renewable	External or internal supplier
Cellulose	57.705.861	54.923.386	59.023.973	Renewable	External
Own folder	18.022.450	15.060.197	19.666.767	Renewable	Internal
Folder provided by third parties	42.400.518	44.609.945	47.691.921	Renewable	External
Own shavings	19.741.067	20.346.177	18.324.396	Renewable	Internal
Shavings supplied by third parties	6.523.402	4.726.552	8.466.408	Renewable	External
Industrial gas	19.471.510	18.347.573	22.976.565	Non-renewable	External
Chemical products	30.207.578	30.835.255	30.557.215	Non-renewable	External
Renewable chemicals	6.982.499	7.065.867	8.581.409	Renewable	External

Note 1: The value of industrial gas for 2022 and 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, SASB RT-CP-150a.1

Ibema has a waste management system that prioritizes the reuse and recycling of materials to minimize the social and environmental impacts of its operations. Most of the waste generated in the production process is reused, including pine bark and fiber waste from the mechanical pulping process, reducing waste and promoting a more sustainable production cycle. The company does not generate hazardous waste in significant quantities.

Ibema’s units operate under an **Environmental Management System certified by ISO 14.001**, guaranteeing periodic audits and compliance with the best environmental practices. In 2024, the **Lixo Zero Certification** was also renewed, attesting to the correct disposal and management of waste, in line with internationally recognized methodology. Besides, Ibema has an Integrated Quality and Environment Policy, which meets the requirements established by NBR ISO 14.001/2015.

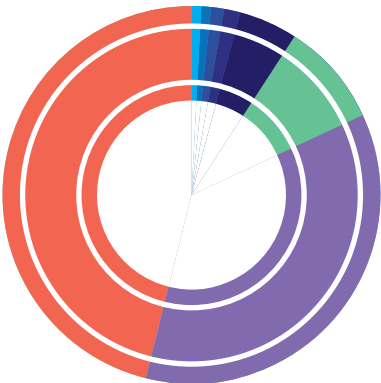
Responsible waste management plays a fundamental role in mitigating environmental impacts, preventing soil and water pollution, as well as greenhouse gas emissions such as methane. On the social side, inadequate practices can affect vulnerable communities and pose risks to public health. To mitigate these effects, Ibema promotes **selective collection, recycling, composting and educational actions**, reinforcing its commitment to a sustainable production cycle and contributing to the reduction of pollution and waste.

The generation and disposal of waste in 2024 was segregated as follows:

Turvo



Embu



0.05% – Landfill
2.27% – Waste for co-processing
2.82% – Waste in reverse logistics
17.19% – Waste for composting
24.63% – Waste reused in the process
53.04% – Waste for recycling

Note 1: The Turvo plant stands out in the process of reusing the waste generated in its own process, with 24.63% of the total amount generated being reused.

0.02% – Waste for incineration
0.04% – Waste for re-refining
0.12% – Waste to landfill RCC
0.16% – Biological treatment
5.01% – Waste for reverse logistics
9.46% – Waste for co-processing
37.33% – Waste for composting
47.86% – Waste for recycling

In line with the guidelines of the National Solid Waste Policy (PNRS), waste is classified in accordance with the ABNT NBR 10.004/2004 standard and meets all the requirements of environmental agencies for the correct disposal of these materials. This allows us to periodically maintain control over the generation and disposal of waste at Ibema’s industrial units by implementing sustainable practices in line with the best environmental guidelines.





At the Turvo plant, waste is managed based on management indicators, with a focus on minimizing generation and sustainable disposal. The company responsible for waste management collaborates with other approved organizations to ensure proper final disposal. This process includes renting skips, picking up, transporting and providing supporting documentation, such as final disposal certificates and loading receipts. The Environment team monitors all this information

At the Embu plant, waste generation is monitored by weighing, issuing the Waste Transportation Manifest (MTR) and controlling invoices. All the information is integrated with management indicators, guaranteeing a sustainable and transparent disposal process.



Although Ibema has no direct contact with the end consumer, it seeks solutions for reusing waste generated at other stages of its value chain. Since 2022, the company's suppliers have been undergoing an approval process conducted by the Procurement area, which monitors and manages supplier documents, as well as carrying out periodic face-to-face audits.

Raising awareness among employees and third parties is a priority. Training on waste management is carried out through a Lean Manufacturing program called the Ibema Sei Program (Ibema Excellence System). Annually, and whenever necessary, SIPATMA also promotes training on this subject, reinforcing the importance of correct disposal and the positive environmental impact of the good practices adopted.

Waste Generated – Turvo – GRI-306-3





Waste composition		Waste description	Total weight (in t)
	Hazardous Waste (Class I)	Chemical containers, ashes, contaminated solids, lubricating oil, maintenance rags, PCB oil, oil and chemical packaging, asbestos tiles, batteries, ink cartridges, light bulbs;	496.69
	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	8,401.09
Total			8,897.78





Embu das Artes

Waste composition		Waste description	Total weight (in t)
	Hazardous Waste (Class I)	Batteries, bulbs, contaminated waste, outpatient waste, chemical IBCs, electronic waste, wires and cables, lubricating oil, vegetable oil, grease and asbestos tiles	132.09
	Non-hazardous waste (Class II)	PEB plastic, pallets, sludge, rubble, metal, wood, pulper waste, plastics, leftover ingestion, polyethylene sludge, scrap, trimmings and tubes.	5,336.47
Total			5,468.50

Note 1: In Embu, 94.81% of the total 132.09 tons of hazardous waste generated is recycled and in Turvo 40.8% of the total 469.69 tons of hazardous waste generated is recycled.

Waste diverted from disposal – by type of recovery and classification – GRI-306-4

Hazardous waste		At Ibema	Outside Ibema	Total weight (in t)
	Preparing for reuse	0	0	0
	Recycling and reverse logistics	0	266.11	266.11
	Blending and co-processing	0	48.29	48.29
	Composting	0	291.94	291.94
Total		0	606.34	606.34

Non-hazardous waste		At Ibema	Outside Ibema	Total weight (in t)
	Preparing for reuse	3,029.57	0	3,029.57
	Recycling and reverse logistics	0	6,237.19	6,237.19
	Composting	0	3,721.91	3,721.91
	Blending for co-processing	0	748.9	748.9
Total		3,029.57	10,708	13,737.57

Note 1: Outpatient waste and chemical waste are destined for incineration without energy recovery, totaling 0.83 tons.

Water and wastewater management

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

Water Management

Continuous monitoring and the adoption of sustainable practices aim to ensure the rational use of water in its industrial units.

The company has an ISO 14001-certified Environmental Management System, guaranteeing the adoption of effective practices to reduce environmental impacts and promote continuous improvements. Actions are focused on preventing and mitigating impacts, with monthly monitoring carried out by a contracted laboratory.

At the Turvo plant, the water collected from the Marrecas River is treated at the Water Treatment Plant (WTP) before industrial use. Effluents pass through the Industrial Effluent Treatment Plant (ETEI) before disposal, in accordance with environmental licenses (CEMA 70/2009, CONAMA 430/2011 and CEMA 81/2010). In 2024, the intake was adjusted to 135 m³/h, although the permit allowed up to 300 m³/h. The average volume of treated effluent discharged was 12 m³/h. The unit is in an isolated area, where there is no competition for the use of water resources.

At the Embu plant, water is collected from the tributary of the Embu-Mirim stream. After treatment at the ETA, the effluent is sent to the ETEI and discharged into SABESP's trunk collector, at a higher quality than the water collected. The process complies with the CETESB Operating License, Article 19-A of the Regulations of State Law No. 997/76 and the requirements of CONAMA 430/2011, with monthly analyses and six-monthly evaluations.

Water quality is monitored daily through analyses of pH, settleable solids, hardness, free chlorine and turbidity, with immediate corrections in the event of deviations. At Ibema's ETEI, effluents are monitored fortnightly and monthly in five lagoons: emergency, equalization, two aeration and polishing lagoons.

Water consumption is monitored daily and presented monthly to the Steering Committee of the **Ibema SEI Program – Ibema Excellence System**. Water collection and use data is recorded monthly on the **Score Card**, managed by the Environment area.

Through efficient and responsible management of water resources, Ibema ensures that water is collected, used and disposed of in accordance with environmental legislation.

Water consumption

Units	Target	Accomplished	Meeting the Target
Turvo	11.50 m³/T	11.22 m³/T	Yes
Embu	4.80	6.20	No

Water withdrawal (in megaliters)¹ – GRI-303-3

	2024	2023	2022
 Surface water	1,551.49	1,411.16	1,444.41
Groundwater	16.53	19.48	21.43
Third-party water	13.46	10.7	1.97
Total	1,581.41	1,441.34	1,467.81

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

Water disposal – by destination (in megaliters)¹ – GRI-303-4

	2024	2023	2022
 Surface water	1,403.07	1,340.66	1,337.54
Third-party water	-	-	-
Total	1,403.07	1,340.66	1,337.54

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

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

	2024	2023	2022
Total water consumption of all areas (water withdrawal minus disposal)	178.41	100.68	128.3
Water storage (in megaliters) ¹	0.26	0.26	0.26

1. Water storage at Ibema takes place only in the passage between collection and delivery to the plant.
2. The increase in water consumption recorded in our production processes at the Embu das Artes plant in 2024 is due to a period of maintenance on the industrial water filtration system, which required temporary increased water intake to ensure continuity and operational quality.

Energy

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

Ibema adopts transparent and efficient energy management, monitoring inputs and implementing initiatives to optimize processes and reduce environmental impacts. The strategy includes the use of renewable and non-renewable sources, with data integrated into the Greenhouse Gas (GHG) inventory, following the GHG Protocol.

Electricity consumption is recorded via utilities, while fuel consumption is controlled internally. Indicators for electricity, biomass and natural gas are monitored daily and analyzed monthly by the steering committee in the Ibema SEI Program. In 2024, energy consumption showed a

slight increase compared to 2023. In the same period, energy intensity also varied between units: in Embu, it rose by 12% to 8.16 GJ/t, while in Turvo there was a reduction of 3% to 6.24 GJ/t.

The Turvo unit has also managed the risks associated with using biomass, including monitoring atmospheric emissions from the boiler and complying with the limits set by regulatory bodies. To mitigate supply risks, the company diversifies suppliers and adopts an approval process based on storage capacity.



Energy Efficiency Initiatives

Ibema invests in optimizing energy consumption at all its units: In Embu, a condensate recovery system was implemented, reducing thermal waste and increasing steam efficiency in the production process. In Turvo, projects such as refurbishing the log debarker, overhauling the boiler, improving the saws and cutters and optimizing the electrical wiring have helped to reduce energy consumption in specific areas, despite the increase in the unit’s total consumption.

• **Launch of Supera White** – In production, the Turvo unit has also reduced electricity consumption by 28% by deactivating the shredders in the manufacture of Supera White, which dispenses with the use of wood fibers essential to its predecessor, Supera.





Electricity Consumption

Units	Target	Accomplished	Meeting the Target
Turvo	0.515	0.506	Sim
Embu	0.550 MWh/t	0.593 MWh/t	Não

Energy Consumption within the Organization



GRI 302-1

Consumption of fuels from non-renewable sources (in GJ)




	2024	2023	2022
 Petrol	301.69	315.1	432.44
 Diesel	5,435.17	3,890.23	3,752.86
 Fuel Oil	0.60	0.94	412.35
 Natural Gas	270,888.00	247,270.67	332,427.00
 Liquefied Petroleum Gas	40,674.54	41,365.53	47,414.87
Total	316,998.31	292,842.47	384,439.28

1. The increase in natural gas consumption in 2024 is due to a reduction in boiler efficiency caused by wear and tear on certain components throughout the year. The situation returned to normal after preventive maintenance was performed at the end of the period, with the operation returning to its standard efficiency in 2025.

Consumption of fuels from renewable sources (in GJ)

	2024	2023	2022
 Ethanol	21.71	9.72	35.78
 Biomass	465,603.22	450,366.66	517,865.41
Total	465,624.93	450,376.38	517,901.19

Total energy consumption (in GJ)

	2024	2023	2022
 Electricity consumption	303,160.98	290,359.12	317,323.56
 Refrigeration consumption¹	-	-	-
 Steam consumption¹	-	-	-
Total	303,160.98	290,359.12	317,323.56

Note 1: Ibema's self-generated energy sources are refrigeration and steam. There was a need to reformulate the information on self-generated energy so as not to double-count it. Energy consumption is now counted only once under fuel consumption, as the steam generated from burning 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 has been converted into energy consumption using the conversion factors presented by the 2022 National Energy Balance.

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

Note 4: Data is consolidated and analyzed using the Smart32 tool, which integrates information on electricity and natural gas consumption indicators.

Energy intensity within the organization – GRI 302-3

Energy intensity¹	Embu	Turvo
Total energy consumption (GJ)	372,736.07	713,349.84
Gross production volume (t)	45,675.08	114,407.00
Energy intensity (GJ/t)	8.16	6.24

Note 1: Ibema does not monitor energy consumption outside the organization. Intensity indicators are calculated by dividing absolute energy consumption by gross paper production, measured in tons.

Total energy consumed – SASB RR-PP-130a.1, SASB RT-CP-130a.1

2024



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

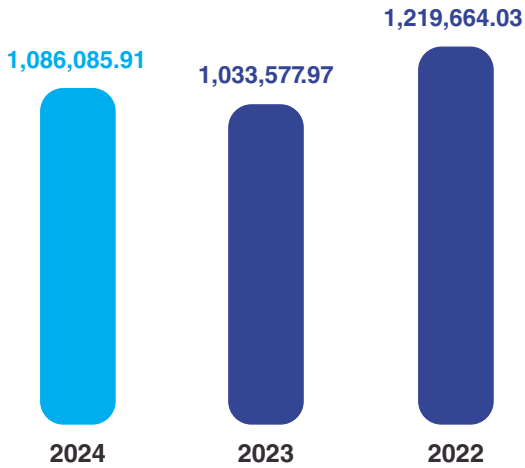
2023



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

Note 1: We do not use energy supplied by biomass at the Embu unit.

Total energy consumption (GJ)¹



Note 1: Total energy consumption refers to the sum of total renewable and non-renewable fuel and electricity consumption.

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 Risks and Opportunities

Climate change represents one of the greatest global challenges for society, impacting various economic sectors and requiring companies to take a strategic stance on mitigation and adaptation.

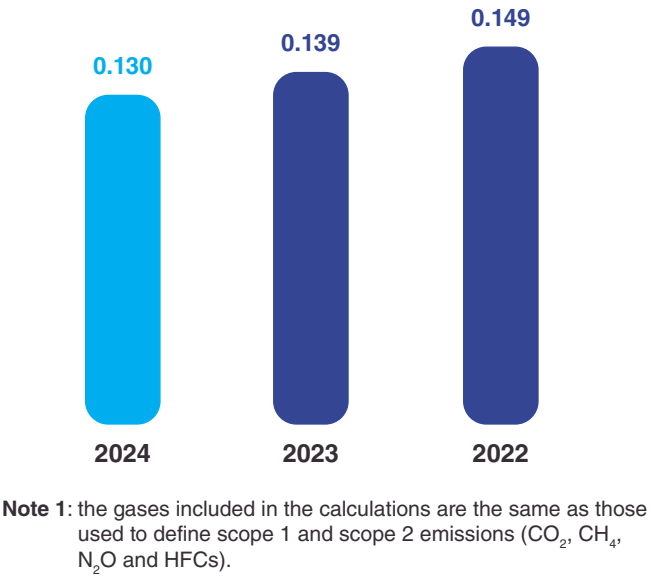
The climate risks mapped by Ibema include factors such as: water crisis, power generation failure, scarcity of rain and reduction in forest cover, and are classified as High and Critical severity, which requires reinforced monitoring and management. The prioritized risks are analyzed and approved by the Corporate Risks Committee, with an annual review or whenever necessary after their initial identification.

To prevent and mitigate these risks, a Corporate Risk Map was developed, based on information from internal processes, projects and corporate obligations, as well as interaction with business partners, managers, directors and the CEO. The analysis takes into account the organizational context and the interactions between the company and its stakeholders. The risk review is carried out annually in a structured manner, with the risk management culture integrated into the activities of the business units. If a high or critical risk is identified, as per parameters of internal policies, mitigation measures are implemented immediately.

Investments to mitigate climate risks follow strict selection, feasibility analysis and approval criteria. The company has a portfolio of risk mitigation projects planned up to 2030, reviewed annually based on sustainability, strategy and investment pillars.

Emissions Intensity – GRI 305-4

tCO₂e and (scope 1 and 2 emissions) /tons produced



GHG emissions from Ibema industrial plants [tCO₂e] – GRI 305-1, 305-2, 305-3, SASB RR-PP-110a.1, SASB RT-CP-110a.1

	2024	2023	2022	2023 x 2024 (%)
Scope 1	19,011	18,397	21,647	+3.34
Scope 2	1,766	3,076	3,783	-42.6

- Note 1:** 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.
- Note 2:** Scope 2 considers CO₂ emissions.
- Note 3:** The approach chosen for the calculation was that of operational control and a base year of 2024.
- Note 4:** The only sources of emission factors and global warming potential (GWP) used were those from the GHG Protocol.
- Note 5:** Ibema's biogenic emissions are scope 1 and total 47,045 tCO₂ in 2024, 45,071.796 tCO₂ in 2023 and 46,907.297 tCO₂ in 2022.
- Note 6:** The inventory process is carried out by the Environment and Sustainability areas with the support of an external consultancy.
- Note 7:** Ibema's Scope 3 GHG inventory is only carried out in the second half of the year. Ibema is still evaluating the data and for this reason it will not be published.

Reduction of GHG Emissions

GRI 305-5

The increase in Ibema's Scope 1 emissions in 2024 is due to the increase in overall paperboard production.

Ibema's emission reductions in Scope 2 in 2024 are due to the fact that we have access to IRECs from our partnership with Auren (equivalent energy self-production contract).

NOx, SOx and other significant atmospheric emissions – GRI 305-7, SASB RR-PP-120a.1, SASB RT-CP-120a.1

	2024	2023	2022
NOx (t/year)	78.60	92.63	100.32
Particulate Material (t/year)	227.60	174.30	119.47

- 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 powered by natural gas and/or biomass (chips). Measurements are carried out by a contracted company, over predetermined periods, to assess the boilers' emission sources.
- Note 2:** The methodology for calculating atmospheric emissions from a natural gas boiler can also involve Continuous Emissions 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. The mass balance quantifies pollutants based on the relationship between inputs and products. These methods guarantee precise control and compliance with environmental standards.
- Note 3:** No other significant atmospheric emissions were identified

Biodiversity

GRI 304-1, 304-2, 304-3, 304-4, 101-1, 101-2, 101-4, 101-5, 101-8

In order to guarantee environmental conservation and strict compliance with applicable regulations, Ibema operates in both protected and adjacent areas. The Turvo plant covers 592 km² and is used for industrial and administrative operations. The plant also has 7.63 hectares of environmental preservation areas, located next to the Marrecas River, as well as an extensive area around the industrial facilities, where natural vegetation is maintained to ensure the conservation of biodiversity.

The Embu das Artes plant, on the other hand, is located in an urban area. Around the unit, the company maintains a permeable area of 24.21 km², as provided for in the Metropolitan Springs Protection Legislation. Buildings, subdivisions or any other form of use are not allowed in this area, guaranteeing the preservation of the heritage near the Permanent Preservation Area (APP) of the Embu-Mirim Stream, a tributary of the Embu River.

In addition to this preserved area, the Embu das Artes plant includes other areas specific to industrial and administrative operations, distributed as follows:

- 20.00 km² for parking and concierge;
- 34.16 km² occupied by manufacturing activities and administrative areas;
- 4.48 km² dedicated to the storage of finished products.

Environmental Monitoring and Regulatory Compliance

Ibema has an exclusive environmental department, which is responsible for continuously monitoring environmental conditions and complying with environmental regulations. Prior to any intervention that could have an environmental impact, the company seeks advice from the competent environmental bodies, whether municipal, state or federal, ensuring that all its actions are in line with the best conservation practices.

The company has adopted an Environmental Management System (EMS) in accordance with ISO 14001:2015, ensuring that its operations comply with the highest environmental standards. This system is subject to periodic audits, ensuring continuous improvement and the mitigation of environmental risks. Besides, Ibema strictly



adheres to the requirements contained in its Environmental Operating License, issued by the regulatory bodies CETESB (São Paulo) and IAT (Paraná), ensuring that its operations are aligned with sustainability and environmental protection guidelines.

During 2024, no impacts were identified as a result of its activities, products or services on biodiversity in the areas in which it operates.

Engagement in Global Biodiversity Initiatives

As part of Ibema's commitment to biodiversity initiatives, the company took part in the 16th Conference of the Parties to the Convention on Biological Diversity (COP 16), representing the industrial sector as a member of the delegation of the National Confederation of Industry (CNI).

COP 16 is an international event focused on the preservation of biodiversity, bringing together representatives of governments, institutions and companies to discuss environmental policies and conservation strategies. Ibema's participation in this forum demonstrates its commitment to the protection of biodiversity and the search for innova-

tive solutions that promote sustainability in the industrial sector.

Impact monitoring

During the period analyzed, Ibema generated no environmental impacts from its activities. The company's operations were maintained without an increase in pollution or the introduction of invasive species into the ecosystems in which they operate. The activities carried out had a low environmental impact, with the only relevant intervention being the one-off removal of exotic trees which, due to advanced phytosanitary impairment, posed a risk of falling. The removal was duly authorized by the Municipal Department of the Environment and all the environmental regulations in force. As a compensatory measure, Ibema planted native species, reinforcing its commitment to environmental recovery and maintaining biodiversity.

It is important to emphasize that none of these actions took place within areas of environmental protection, ensuring that the integrity of the protected ecosystems was preserved.

Ibema's Environmental Management System ensures that the company complies with the highest environmental standards. The Environmental Management System.

Forest Management

SASB RR-FM-000.A, SASB RR-FM-160a.1, SASB RR-PP-430a.1, SASB RT-CP-430a.1, SASB RR-PP-000.C



In 2024, Ibema Florestal consolidated its strategy by beginning the process of cutting and planting. The company invested in the verticalization of raw materials through the acquisition of strategic areas and maintains partnerships for the recovery of native forests, as well as supporting the planting of Araucaria, the symbol species of Paraná. Planting activities restarted in September 2024 and before that the project focused on

other important processes, such as clearing areas that had already been planted and harvesting trees for vertical fiber production. Ibema Florestal continues to invest in the forestry process, encouraging the planting of eucalyptus and pine in the region, with the aim of strengthening sustainable forest management in the long term.

Impacts on Biodiversity and Monitoring

The main environmental impacts stem from the extraction of raw materials, the use of agricultural inputs, forest management, transportation and infrastructure. To mitigate these effects, the company adopts strict criteria when selecting suppliers, promotes the sustainable use of inputs and implements responsible management practices.

Ibema Florestal currently has an environmental monitoring plan in place to map and assess impacts on biodiversity.

The company also contributes to sustainable practices that guarantee the production of wood for various economic sectors, carbon sequestration and the conservation of the hydrological cycle and soil, benefiting local communities and promoting environmental balance.

Forest Management and Certification

Ibema Florestal adopts integrated and sustainable management of its rural properties, ensuring operational efficiency and environmental preservation. The property register includes information on total area, location and land use, while each farm is treated as a project, with strategic planning, defined timetables and continuous monitoring.

The monitoring of the areas includes:

- Mapping productive and conservation areas
- Phytosanitary evaluation and asset protection
- Wildlife monitoring
- Forest inventory and land analysis
- Environmental education programs

The fibers we use come from properly managed FSC®-certified forests and other controlled sources. The process of *due diligence* ensures that all inputs meet the FSC® and/or Controlled Wood criteria.

Ibema strictly follows its institutional policies, including:

- **FSC® Membership Policy (FSC-POL-01-004)** – work only with suppliers aligned with the FSC® principles.
- **Wood Purchasing Policy** – responsible purchasing of raw materials according to environmental and social criteria.
- **FSC® Essential Labor Requirements Policy** – guaranteeing fair and safe working conditions.

In 2024, the company maintained all current certifications, with no records of suspension or closure.

The integrated and sustainable management of Ibema's rural properties ensures operational efficiency and environmental preservation.



About the Report



General information

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

This is the fourth Sustainability Report of Ibema – Companhia Brasileira de Papel, prepared in accordance with the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) indicators. The document presents the company's performance for the period from January 1 to December 31, 2024, with no structural changes compared to the previous year.

Founded in 1955, Ibema is one of Brazil's leading paperboard manufacturers and stands out for its commitment to sustainable initiatives, reported annually in its Sustainability Report. Structured as a privately-held corporation, the company is headquartered at Avenida Sete de Setembro, 5739, Priori Building, room 401, 4th floor, in the Água Verde neighborhood, in Curitiba, Paraná.

Ibema's management is shared between Ibemapar Participações S.A. – the controlling holding company formed by the founding families of Grupo Ibema, Napoli and Gomes – and Suzano Papel e Celulose, a shareholder since 2016.

With a focus on international expansion, Ibema opened a sales representation office in Argentina in 2021, expanding its presence in foreign markets.

The company adopts Corporate Governance practices, with structured and agile management, led by a Statutory Executive Board and a Board of Directors, whose members are appointed by the shareholders Ibemapar and Suzano.

Engagement with stakeholders

GRI 2-29

Ibema maintains a close and continuous relationship with its stakeholders, based on transparency, active listening and collaboration. By developing strategic partnerships, the company is able to anticipate risks, understand the specific needs of each audience and integrate this information into its internal demands, strengthening mutual trust and contributing to the sustainability of the business.

Constant communication and the implementation of targeted actions are pillars of Ibema's engagement with its stakeholders. As part of this process, the company periodically carries out a mapping of interests, with the aim of identifying the most relevant issues based on the concerns and expectations of its stakeholders. This survey is essential not only for the preparation of the Sustainability

Report, but also for the continuous improvement of ESG management practices.

The mapping works as a strategic thermometer, guiding the definition of action plans aimed at preventing, mitigating and dealing with risks and opportunities related to sustainability. This approach reinforces the company's commitment to responsible, integrated and long-term management.

Stakeholder relations are conducted in a personalized and multichannel way, according to the objective and level of proximity with each partner. The main forms of engagement with these stakeholders include:

Customers and end Consumers

Interactions aim to strengthen links, generate value for customers and stimulate innovation. As well as facilitating continuous engagement to capture trends, anticipate demands and develop customized solutions, in addition to facilitating decision-making through market data and relevant insights, through initiatives such as:

- **Face-to-face or virtual meetings** – aimed at co-creating solutions and aligning needs, including visits to Ibema plants to learn about the production process.
- **Interactions on social networks** – LinkedIn stands out as a direct channel for dialog and updates.
- **Sending samples and prototypes** – which enable testing, product validation and feedback collection.
- **Thematic workshops** – opportunities to share innovations and technical knowledge, as well as strengthening customer relations.
- **Participation in sector events** – networking with representatives of organizations, associations and specialized fairs.

Employees

Communication with employees takes place through various internal channels, promoting engagement, institutional alignment and well-being in the workplace. They are used:

- Corporate e-mail, internal bulletin boards and communication campaigns
- Initiatives such as "Coffee with the CEO"
- Social networks and institutional website
- Corporate newsletter
- Organizational climate surveys
- Ombudsman and Ethics Channel

Senior Management

Interaction with top management takes place through regular meetings, which promote strategic alignment and decision-making:

- Monthly meetings of the Board of Directors
- Regular meetings of the Strategic Committee (on average every two months)
- Weekly board meetings

Suppliers

Ibema continuously monitors the main suppliers in its supply chain. The relationship is supported by face-to-face or virtual negotiation meetings, adjusted according to the health reality of each period, especially during the pandemic.

Communities Around the Plants

Relations with local communities are based on open dialog and the construction of joint actions aimed at social development. The initiatives include projects in the areas of sport, leisure, culture and education, carried out with the support of the People & Culture area, through the Social Responsibility sector, in partnership with local institutions and the community itself.

Financial Institutions

Strategic partners in the operation, financial institutions support cash management, as well as specific and structural demands. The relationship includes the regular sending of financial statements, business meetings and the co-creation of products and services tailored to Ibema's needs.

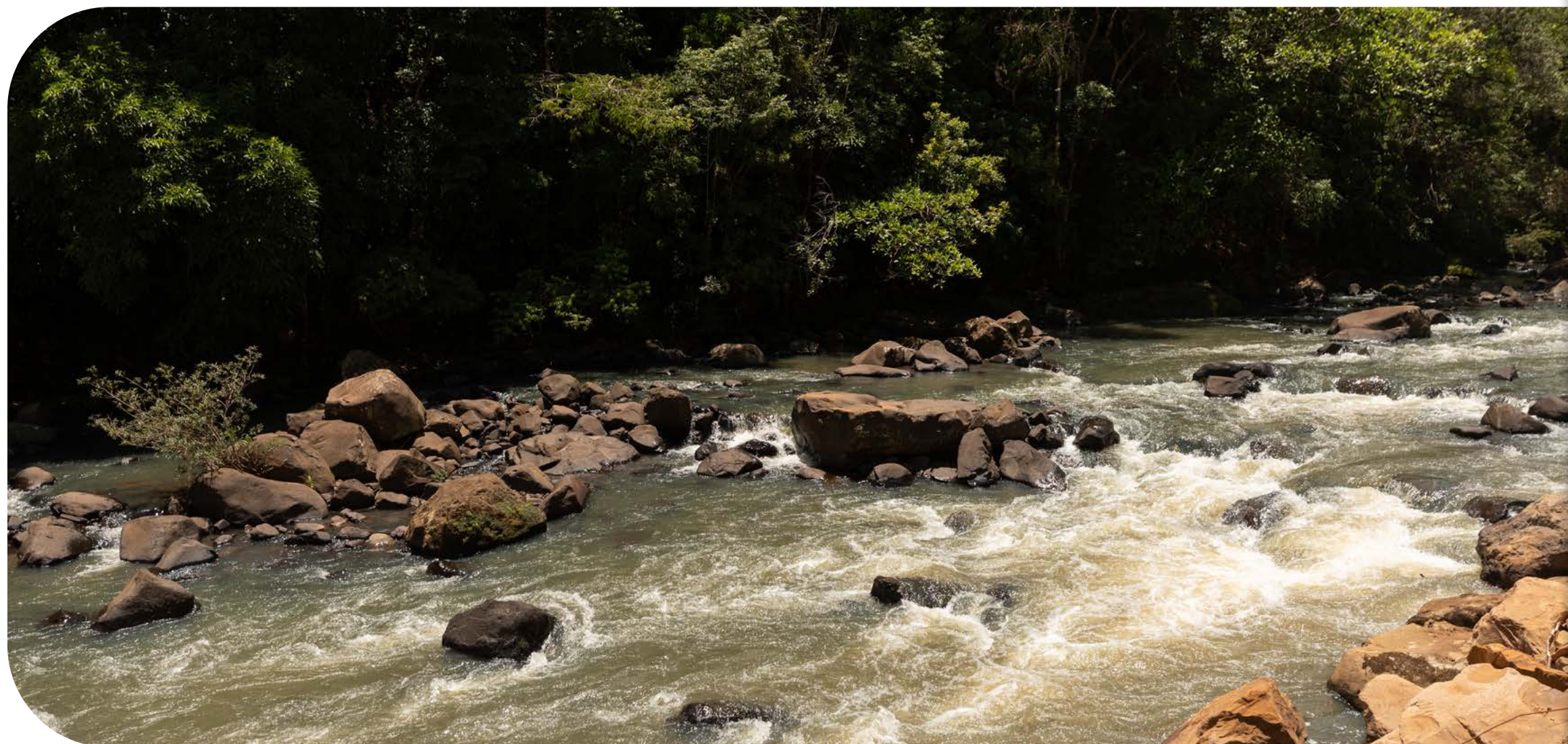
Definition of Materiality

GRI 3-1, 3-2

For the 2024 Sustainability Report, Ibema maintained the approach adopted in the previous cycle, carrying out the materiality analysis every two years, in accordance with the guidelines of the Global Reporting Initiative (GRI Standards). During the period, the company preserved the methodology and results obtained in 2023, ensuring that the topics considered most relevant remain aligned with stakeholder priorities and corporate strategy.

Data was collected using an online platform, in which strategic stakeholders were invited to answer a questionnaire with topics structured on the basis of the GRI guidelines and the particularities of the paper sector. The topics assessed are grouped into the categories of Environmental, Social and Economic Performance and Product Management.

These themes continue to be monitored by specific indicators and by continuous monitoring of stakeholder engagement, such as the *Net Promoter Score (NPS)*, a tool that helps analyze the positive and negative impacts of the company's actions. The final validation and prioritization of the material topics was carried out by Ibema's top management, ensuring alignment between strategic management and stakeholder expectations.












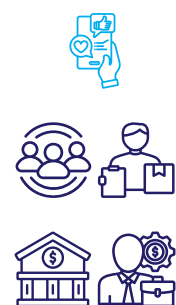













The material issues identified as priorities were:

- Water and wastewater management
- Employee well-being, health and safety
- Equal opportunities, diversity and inclusion
- Compliance, ethical conduct and integrity
- Economic performance
- Circular economy

Material Theme

The publics consulted in this process were:

 Customers and end consumers	 Ibema employees	 Community around the factory	 Suppliers	 Financial institutions	 Sales representatives	 Senior management	<div><div></div> Stakeholder groups directly impacted</div> <div><div></div> Stakeholder groups indirectly impacted</div>
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Material theme	Why is the subject material?	INSIDE LIMITS (internal audiences impacted by the topic)	OUTSIDE LIMITS (external audiences impacted by the topic)	Alignment with Ibema's Commitments	SDGs
 <i>Compliance, Ethical Conduct and Integrity</i>	Ethical business practices contribute to building relationships of trust with its stakeholders. Adherence to ethical principles and integrity is a fundamental part of Ibema's corporate social responsibility, thus ensuring the sustainable success of its operations.			<ul style="list-style-type: none">• Being a Negative Landfill.• Boosting education.• Ensure a diverse, equal and inclusive working environment.• Reduce the impact of climate change.• Managing water in our industrial processes in a sustainable way.	      
 <i>Employee well-being, health and safety</i>	Ensuring the health and safety of employees is essential to prevent accidents and injuries in the workplace. Promoting the well-being, health and safety of employees is key for Ibema, not only to comply with legal and ethical obligations, but also to guarantee the company's social, operational and financial sustainability.			<ul style="list-style-type: none">• Boosting education.• Ensuring a diverse, equal and inclusive working environment.	  

Material Theme

The publics consulted in this process were:


							<div><div></div>Stakeholder groups directly impacted</div> <div><div></div>Stakeholder groups indirectly impacted</div>
				Financial institutions	Sales representatives	Senior management	
				Suppliers			

Material Theme


The publics consulted in this process were:




Customers and end consumers




Ibema employees




Community around the factory




Suppliers



Financial institutions









Sales representatives



Senior management

Stakeholder groups directly impacted

Stakeholder groups indirectly impacted

Material theme	Why is the subject material?	INSIDE LIMITS (internal audiences impacted by the topic)	OUTSIDE LIMITS (external audiences impacted by the topic)	Alignment with Ibema's Commitments	SDGs
 <p>Equal opportunities, diversity and inclusion</p>	Diverse and inclusive work environments tend to be more innovative and creative. The diversity of perspectives and experiences can lead to more effective solutions and original. As part of its corporate social responsibility, Ibema tends to promote a fairer and more equal working environment. Therefore, a commitment to equal opportunities, diversity and inclusion is crucial to promoting innovation, attracting and retaining talent and ensuring the long-term sustainability of the business.			<ul style="list-style-type: none">• Boosting education.• Ensuring a diverse, equal and inclusive working environment.	  

Other Indicators

In addition to the GRI indicators linked to material topics, Ibema will also include in its report information on indicators associated with topics assessed as relevant, as shown below:

Topics	Disclosures
GRI 302: ENERGY	302-1, 302-2, 302-3, 302-4, 302-5
GRI 305: EMISSIONS 2016	305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7
GRI 404: TRAINING AND EDUCATION	404-1, 404-2, 414-3



Commitments

Reduced Water Consumption



Commitment

Sustainable water management in our industrial processes

Our Goal or Actions in Progress

Reduce specific water consumption at the Turvo plant by 25% (base year 2021) by 2024

Our Progress

In 2024, Ibema implemented an internal operational control project aimed at reducing water consumption at the Turvo unit. The initiative included identifying and correcting water waste in systems and equipment, such as pumps and refiners, resulting in important advances with optimized investments. Although the target set

for the period was not fully achieved, the results show that we are on the right track.

What we'll Be Doing in 2025

In 2025, we will continue the operational control project started last year, maintaining the commitment of the team responsible and deepening the initiatives aimed at reducing water consumption. New investments are planned, both smaller and larger, aimed at improving water efficiency in industrial processes. With this continuity and reinforcement of actions, we remain committed to moving progressively closer to the proposed commitment, strengthening our sustainable management of natural resources.

Reducing Climate Change Impacts in Areas where Ibema Operates



Commitment

Reducing climate change impacts in areas where Ibema operates

Our Goal or Actions in Progress

Reduce CO₂ emissions by 70% per ton of production by 2030 (Scope 1 and 2 – Base year 2020)

Our Progress

In 2024, Ibema recorded emissions of 20,777 tCO₂e, of which 19,011 tCO₂e related to Scope 1 and 1,766 tCO₂e to Scope 2, which represents a reduction of approximately 3% compared to 2023. This result is mainly attributable to the reduction in Scope 2 emissions, made possible

by access to I-RECs, the result of our partnership with Auren, through the equivalent energy self-production contract.

What we'll Be Doing in 2025

In 2025, Ibema will continue its decarbonization strategy with a focus on energy efficiency, through technical interventions in the boilers, such as preventive maintenance and improvements in operational controls. At the same time, we will begin quantifying scope 3 GHG emissions, extending climate management beyond direct operations and strengthening our commitment to a more sustainable value chain.

Negative Landfill



Commitment

Being a Negative Landfill ensuring that all waste generated by Ibema is not sent to landfill and contributing to the correct disposal of solid packaging waste from the market.

Our Goal or Actions in Progress

Recycle 20,000 tons by 2025 of waste that would otherwise be sent to landfills (post-consumer waste).

Our Progress

New collaborations were established with suppliers of post-consumer trimmings, including cooperatives and structuring projects, with the aim of strengthening the supply chain. Important progress was also made in partnerships with Brand Owners and reverse logistics startups, with the aim of enabling the upcycling of materials through collection, recycling and transformation into new packaging. The Factory Price Station project has maintained its growth trajectory since its launch in 2022. Moreover, we continue to strategically direct our portfolio to include products made from recycled raw materials, such as Ritagli, which is made from 55% scraps.

What we'll Be Doing in 2025

The theme continues to be one of the company's main strategic pillars, gaining even more

importance on several fronts. We face the challenge of resuming the growth of the Ritagli White and Ritagli Cream lines, while at the same time seeking to expand the portfolio with new products aligned with the circularity strategy. We will continue to make progress in developing suppliers of post-consumer chips, as well as structuring new partnerships with brand owners and expanding projects already underway.

As part of our sustainability agenda for the coming years, we have developed a strategic restoration and innovation plan for the chip plant, with a focus on increasing the recyclability of the waste generated in our operations and promoting the circular economy. For the next cycle, the restoration and modernization of the OCC Plant is planned, with the implementation of structural and technological improvements. These initiatives aim to increase operational efficiency, reduce losses in the process and ensure a more qualified reuse of chips, transforming waste into valuable inputs for new production cycles. Our goal is that, by 2025, it will be possible to increase the material utilization rate at the chip plant by 50%, consolidating a more sustainable, efficient production model in line with the guidelines for materials and waste management.

Diversity, Equity and Inclusion



Commitment

Ensuring a diverse, equal and inclusive working environment.

Our Goal or Actions in Progress

By 2030, increase the number of women by 30%, including in leadership positions.

Our Progress

In 2024, we implemented specific indicators to monitor the evolution of women in our company and began to take a closer look at our female hiring rate. We ended the year with 23% women and increased the number of women in leadership positions to 21%.

In 2024, the market underwent significant changes that increased the need to differentiate ourselves in terms of products and services. Our culture, our unique way of being and doing things, can become a competitive advantage in a challenging scenario. Throughout the year, the main focus was on strengthening our cul-

ture. We began co-constructing the new Ibema culture, a collaborative process that involved all levels of the organization. This new culture is based on values of inclusion, respect and integrity, and aims to create an environment where all employees feel valued and motivated to contribute their ideas and skills.

What we'll Be Doing in 2025

In 2025, we continue on our culture journey, empowering leadership to build the desired culture, with an eye on diversity.

To this end, we are partnering with SENAI to launch our first course exclusively for women in forklift operation – an area historically occupied by men. On completion of the course, participants will be prepared to compete for opportunities at Ibema and other companies, broadening their chances of entering the market and promoting female inclusion in operational roles.

Boosting Education



Commitment

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

Our Goal or Actions in Progress

Promoting learning opportunities by 2024 for 100% of Ibema employees with incomplete primary and secondary education. Implementing the Ibema Education Program, ensuring quality education for 3,000 students and education professionals in Turvo by 2030.

Our Progress

As part of its ESG strategy, Ibema has made a commitment to offer all employees who have not completed primary or secondary school the opportunity to resume their studies through EJA – Youth and Adult Education. In 2024, through the Education Partner Industry Program, the initiative was presented to employees with the support of their leaders and the opening of a communication channel for encouragement and guidance. The goal was met by guaranteeing access to the initiative for all those eligible, but the company's commitment to education re-

mains firm, promoting and valuing this right as a tool for transformation and development.

What we'll be doing in 2025

Even though one of our goals has been met, our commitment doesn't stop. In 2025, we will continue the Education Partner Industry Program, together with Sesi, offering EJA – Education for Young People and Adults for those who, for whatever reason, were unable to complete their studies in regular years.

We will also maintain our partnership with Senai and Senar to offer professional qualification courses for employees and people from our surrounding communities, as a way of supporting professional development and training.

We will continue our partnership and proximity to the CMEI, School and College of the Turvo community, supporting school and extra-pedagogical activities, providing a listening space and the necessary support, through Ibema's Social Responsibility area.



GRI Content Summary

GRI Standards	Disclosure	Observação	Página	Omissão
GENERAL STANDARD CONTENT				
GRI 2: STANDARD CONTENT 2021	THE ORGANIZATION AND ITS REPORTING PRACTICES			
	GRI 2-1	Organizational details	14, 104	
	GRI 2-2	Entities included in the organization's sustainability report	14, 104	
	GRI 2-3	Reporting period, frequency and point of contact	14, 104	
	GRI 2-4	Reformulating information	104	
	GRI 2-5	External assurance		There was no external check of this report.
	ACTIVITIES AND WORKERS			
	GRI 2-6	Activities, value chain and other business relationships	16, 17	
	GRI 2-7	Employees	58	
	GRI 2-8	Workers who are not employees	58	
	GOVERNANCE			
	GRI 2-9	Governance structure and composition	22,23	
	GRI 2-10	Appointment and selection of the highest governance body	24	
	GRI 2-11	Chairman of the highest governance body	22, 23, 24	
	GRI 2-12	Role of the highest governance body in overseeing impact management	22, 23, 24, 25, 26, 27	
	GRI 2-13	Delegation of responsibility for impact management	22, 23, 24, 25, 26, 27	
	GRI 2-14	Role of the highest governance body in overseeing impact management	22, 23, 24, 25, 26, 27	
	GRI 2-15	Conflicts of interest	28, 29, 30	
	GRI 2-16	Communicating critical concerns	28, 29,31	
	GRI 2-17	Collective knowledge of the highest governance body	22, 23, 24, 25	
	GRI 2-18	Evaluation of the performance of the highest governance body	22, 23, 24, 25	
	GRI 2-19	Compensation policies	22, 23, 27	
	GRI 2-20	Process for determining compensation	22, 23, 27	
	GRI 2-21	Annual total compensation index		The ratio between the annual total compensation of Ibema's highest paid individual and the average annual total compensation of all employees was 51.14, while the ratio between the percentage increase in the compensation of the highest paid individual and the average percentage increase in the total compensation of all Ibema employees was -11.30% in 2024. The highest-paid individual had a representative increase, due to receiving the ICP in 2024 (referring to the pact made in 2021). However, there was no increase in the overall average, due to the fact that there was no PPR payment in 2024 (impact of not reaching the target in 2023).
	STRATEGIES, POLICIES AND PRACTICES			
	GRI 2-22	Declaration on the sustainable development strategy	4, 5, 22, 23, 25	
	GRI 2-23	Commitment policies	20, 21	
	GRI 2-24	Embedding policy commitments	20, 21	
	GRI 2-25	Processes to remedy negative impacts	28, 29	
	GRI 2-26	Mechanisms for seeking advice and raising concerns	28, 29	
	GRI 2-27	Compliance with laws and regulations		During 2024 there were no recorded cases of non-compliance with laws and regulations.
	GRI 2-28	Membership of associations		
	STAKEHOLDER ENGAGEMENT			
	GRI 2-29	Approach to stakeholder involvement	106, 107	
	GRI 2-30	Collective agreements	58, 59, 60, 61	
GRI 3: FORMS OF MANAGEMENT 2021	GRI 3-1	Process for determining material topics	108, 109	
	GRI 3-2	List of material topics	108, 109	

GRI Standards	Disclosure	Observação	Página	Omissão
MATERIAL THEMES				
WATER AND WASTEWATER MANAGEMENT				
GRI 3: FORMS OF MANAGEMENT 2021	GRI 3-3	Management of material issues – Water and Wastewater Management	90, 91	
GRI 303: Water and Wastewater 2018	GRI 303-1	Interactions with water as a shared resource	90	
	GRI 303-2	Managing the impacts of water disposal	90	
	GRI 303-3	Water collection	90, 91	
	GRI 303-4	Water disposal	90, 91	
	GRI 303-5	Water consumption	90, 91	
EMPLOYEE WELL-BEING, HEALTH AND SAFETY				
GRI 3: FORMS OF MANAGEMENT 2021	GRI 3-3	Managing material issues	65, 66, 67, 68	
GRI 403: Occupational Health and Safety 2018	GRI 403-1	Occupational health and safety management system	65, 66	
	GRI 403-2	Hazard identification, risk assessment and incident investigation	65, 66	
	GRI 403-3	Occupational health services	65, 67	
	GRI 403-4	Worker participation, inquiry and communication with workers regarding health and safety at work	65, 68	
	GRI 403-5	Training workers in occupational health and safety	65, 68	
	GRI 403-6	Promoting workers' health	65, 66, 67, 68	
	GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relations	65, 66, 67, 68	
	GRI 403-8	Workers covered by an occupational health and safety management system	65	
	GRI 403-9	Accidents at work	65, 66	
	GRI 403-10	Occupational diseases	Ibema did not record any fatalities resulting from a work-related illness or even work-related occupational diseases in 2024.	
EQUAL OPPORTUNITIES, DIVERSITY AND INCLUSION				
GRI 3: FORMS OF MANAGEMENT 2021	GRI 3-3	Managing material issues	58, 59, 60, 61	
GRI 405: Diversity and Equal Opportunities 2016	GRI 405-1	Diversity in governance bodies and employees	60	
	GRI 405-2	Ratio of basic salary and compensation received by women to those received by men	61	
GRI 406: Non-discrimination 2016	GRI 406-1	Cases of discrimination and corrective measures taken	61	
COMPLIANCE, ETHICAL CONDUCT AND INTEGRITY				
GRI 3: FORMS OF MANAGEMENT 2021	GRI 3-3	Managing material issues	28, 29, 30, 31, 32, 33	
GRI 205: Fight against Corruption 2016	GRI 205-1	Operations assessed for risks related to corruption	28, 29, 32, 33	
	GRI 205-2	Communication and training on anti-corruption policies and procedures	28, 29, 33	
	GRI 205-3	Confirmed cases of corruption and measures taken	28, 29, 32	
GRI 308: Environmental Assessment of Suppliers 2016	GRI 308-1	New suppliers selected based on environmental criteria	69, 70	
	GRI 308-2	Negative environmental impacts in the supply chain and measures taken	69, 70	

GRI Standards	Disclosure	Observação	Página	Omissão
GRI 408: Child Labor 2016	GRI 408-1	Operations and suppliers at risk of incidents of child labor	69, 70	
GRI 409: Forced or Slave Labor 2016	GRI 409-1	Operations and suppliers at risk of incidents of slave labor	69, 70	
GRI 414: Social Assessment of Suppliers 2016	GRI 414-1	New suppliers selected based on social criteria	69, 70	
	GRI 414-2	Negative social impacts in the supply chain and measures taken	69, 70	
ECONOMIC PERFORMANCE				
GRI 3: FORMS OF MANAGEMENT 2021	GRI 3-3	Managing material issues	46, 47	
GRI 201: Economic Performance 2016	GRI 201-1	Direct economic value generated and distributed	46, 47	
	GRI 201-2	Financial implications and other risks and opportunities arising from climate change	96	
GRI 203: Indirect Economic Impacts 2016	GRI 203-1	Investments in infrastructure and support services	36, 37	
	GRI 203-2	Significant indirect economic impacts	80	
GRI 203: Indirect Economic Impacts 2016	GRI 204-1	Proportion of spending with local suppliers	69, 70	
RECYCLING AND THE CIRCULAR ECONOMY				
GRI 3: FORMS OF MANAGEMENT 2021	GRI 3-3	Managing material issues	80, 81, 82, 83	
GRI 301: Materials 2016	GRI 301-1	Materials used, broken down by weight or volume	84, 85	
	GRI 301-2	Raw materials or recycled materials used	84, 85	
GRI 304: Biodiversity 2016	GRI 304-1	Operational units owned, leased or managed within or adjacent to environmental protection areas and areas of high biodiversity value located outside protected areas	98, 99	
	GRI 304-2	Significant impacts of activities, products and services on biodiversity	98, 99	
	GRI 304-3	Protected or restored habitats	98, 99	
	GRI 304-4	Species included in the IUCN Red List and in national conservation lists with habitats in areas affected by the organization's operations	98, 99	
GRI 101: Biodiversity 2024	GRI 101-1	Policies to halt and reverse biodiversity loss	98, 99	
	GRI 101-2	Managing impacts on biodiversity	98, 99	
	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 line with the Nagoya Protocol and the Biodiversity Law (Law No. 13.123/2015). Recognizing the importance of fair benefit sharing, the company is developing internal policies aimed at sustainability, transparency and respect for the rights of communities. For the coming periods, the company aims to implement practices that ensure national and international regulations, reinforcing its commitment to biodiversity.
	GRI 101-4	Identification of impacts on biodiversity	98, 99	
	GRI 101-5	Sites with impacts on biodiversity	98, 99	
	GRI 101-6	Direct factors in biodiversity loss	98, 99	
	GRI 101-7	Changes in the state of biodiversity		Ibema Florestal does not yet have a specific survey of changes in the state of biodiversity at its operational units. However, the company is structuring an environmental monitoring program that will enable it to identify and mitigate these changes. The aim is to ensure responsible environmental management, in line with the best practices in the forestry sector.
	GRI 101-8	Ecosystem services	98, 99	

GRI Standards	Disclosure	Observação	Página	Omissão
GRI 306: Waste 2020	GRI 306-1	Waste generation and significant impacts related to waste	86, 87, 88, 89	
	GRI 306-2	Management of significant impacts related to waste	86, 87, 88, 89	
	GRI 306-3	Waste generated	86, 87, 88, 89	
	GRI 306-4	Waste not destined for final disposal	86, 87, 88, 89	
	GRI 306-5	Waste destined for final disposal	86, 88, 87, 89	
GRI 413: Local Communities 2016	GRI 413-1	Operations with local community engagement, impact assessments and development programs	71, 72, 73	
	GRI 413-2	Operations with significant potential negative impacts – actual and potential – on local communities	71, 72, 73	
EXTRA INDICATORS				
GRI 305: EMISSIONS 2016	GRI 305-1	Direct Greenhouse Gas (GHG) emissions – SCOPE 1	96, 97	
	GRI 305-2	Indirect Greenhouse Gas (GHG) emissions – SCOPE 2	96, 97	
	GRI 305-3	Other indirect emissions of Greenhouse Gases (GHG) – SCOPE 3	96, 97	
	GRI 305-4	Intensity of Greenhouse Gas (GHG) emissions	96, 97	
	GRI 305-5	Reducing Greenhouse Gas (GHG) emissions	96, 97	
	GRI 305-6	Emissions of ozone-depleting substances (ODS)	The Montreal Protocol does not apply to Ibema's activities. The company de-registered its Montreal Protocol activity in May 2021.	
	GRI 305-7	Emissions of NOx, SOx and other significant atmospheric emissions	96, 97	
GRI 302: Energy 2016	GRI 302-1	Energy consumption within the organization	92, 93	
	GRI 302-2	Energy consumption outside the organization	94, 95	
	GRI 302-3	Energy intensity	94, 95	
	GRI 302-4	Reduced energy consumption	94, 95	
	GRI 302-5	Reductions in the energy requirements of products and services	94, 95	
GRI 404: Training and Education 2016	GRI 404-1	Average hours of training per year, per employee	62	
	GRI 404-2	Programs for improving employees' skills and career transition assistance	62, 63, 64	
	GRI 404-2	Percentage of employees receiving regular performance and career development reviews	62, 63, 64	

CURI-TIBA

IBEMARTE

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**SASB Content
Summary**

Disclosure topics and accounting metrics

Theme	Accounting metrics	Category	Code	Page	Observation
Sustainable Management	Area of forest land owned, leased or managed by the entity.	Quantitative	RR-FM-000.A	100,101	
	Area of forest land certified according to a third-party forest management standard, percentage certified for each standard	Quantitative	RR-FM-160a.1	100,101	
Pulp and Paper	Paper production	Quantitative	RR-PP-000.B		
	The scope of wood fiber-based raw materials includes all inputs processed to be sold as a finished product, 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	100, 101	
	Gross global Scope 1 emissions	Quantitative	RR-PP-110a.1	96, 97	
	Atmospheric 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	96, 97	
	(1) Total energy consumed, (2) percentage of grid electricity, (3) percentage of biomass, (4) percentage of other renewable energies and (5) total self-generated energy.	Quantitative	RR-PP-130a.1	95	
	(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	90, 91	
	The entity must disclose the percentage of total wood fiber-based materials that come from certified forest areas (third-party forest management standards are those that certify that forests are harvested sustainably and guarantee 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	100, 101	
Containers and Packaging	Production quantity, by substrate	Quantitative	RT-CP-000.A		
	Gross global Scope 1 emissions, percentage covered by emission limitation regulations	Quantitative	RT-CP-110a.1	96, 97	
	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	96, 97	
	(1) Total energy consumed, (2) percentage of electricity from the grid, (3) renewable percentage, (4) total self-generated energy.	Quantitative	RT-CP-130a.1	95	
	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high basal water stress.	Quantitative	RT-CP-140a.1	90, 91	
	Quantity of hazardous waste generated, percentage recycled.	Quantitative	RT-CP-150a.1	86, 87, 88, 89	
	Percentage of raw materials from: (1) recycled content, (2) renewable resources and (3) renewable and recycled content.	Quantitative	RT-CP-410a.1	84, 85	
	Total wood fiber purchased and the percentage of wood fiber from certified sources.	Quantitative	RT-CP-430a.1	100, 101	

Credits

General Coordination – Ibema

Financial and Governance Management and Quality and Environment Management

Writing, Editorial Consulting, Graphic Design and Layout

Visão Sustentável

Selection, Collection and Analysis of GRI Disclosures

Visão Sustentável

Photos

Ibema Collection and Voz dos Oceanos



