

SHAREHOLDER'S HANDBOOK

2022



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Call for 2022 general meetings – annual and extraordinary

SUMMARY OF THIS MANUAL

Dear shareholder,

Some information is highlighted below to help you analyze the proposals on the agenda for the Annual and Extraordinary General Meetings. For more detailed information on each topic, please read the Management Report and Management Proposal available on our **Investor Relations website**.

ANNUAL AND EXTRAORDINARY GENERAL MEETINGS

**When:**

03/23/2022, at 2 p.m. (BRT)

**Where:**

online (Zoom platform)

**Meeting Materials:**

go to <https://ri.klabin.com.br/>.

**Questions:**

contact us by phone at +55 (11) 3046-8401 or 3046-8404 or by email: invest@klabin.com.br.

**Participation:**

if you plan to participate, you can do so directly, through a duly constituted attorney-in-fact, or by sending in a remote voting form. Check out the following voting procedures and [click here](#) for detailed information on the Meeting.

DELIBERATIONS

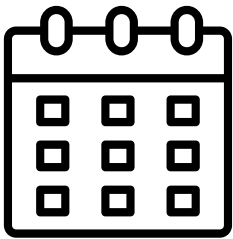
Agenda of the Annual General Meeting

- Review the management accounts, examine, discuss and vote on the Company's Management Report and Financial Statements, accompanied by the Opinions issued by the Independent Auditors and the Audit Committee, for the fiscal year ending December 31, 2021 (**see Results Center**);
- Deliberate on the allocation of the results of the fiscal year ending December 31, 2021;
- Elect the Board of Directors members;
- Elect the Audit Committee members;
- Deliberate on the annual and global compensation for management in fiscal year 2022; and
- Deliberate on the annual and global compensation for the members of the Audit Committee for fiscal year 2022.

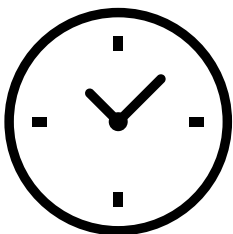
Agenda of the Extraordinary General Meeting

- Deliberate on the re-ratification of the amount for annual compensation of management and for members of the Audit Committee in fiscal year 2021;
- Extension of the Long-Term Variable Compensation Plan to all collaborators; and
- Deliberate on the merger of subsidiaries to Klabin S.A.

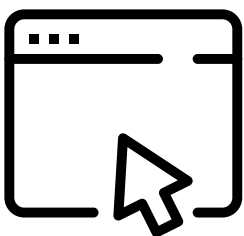
General information for the meeting



**MARCH 23,
2022**



**2
p.m. (BRT)**



**ONLINE
(Zoom
platform)**

WHO CAN PARTICIPATE: all shareholders holding shares issued by the Company, including those held by means of Units, provided they prove, with the appropriate documentation, their identity and respective shareholding, pursuant to article 15 of the Company's Bylaws and article 126 of Law 6.404/76.

RIGHT TO VOTE: only the common shares issued by the Company will be entitled to vote in the deliberations included in the Meeting's Agenda.

HOW TO PARTICIPATE: shareholders can participate in the Extraordinary General Meeting virtually, through a digital platform, or by sending a Remote Voting Form. The Company will also waive the requirement for notarization and the presentation of certified copies of identity documents, proof of powers, and power of attorney documents. We emphasize, however, that documents that are not drawn up in Portuguese must be accompanied by the respective translation.

PARTICIPATION VIA DIGITAL PLATFORM

1



Contact with Klabin's
Investor
Relations

2



Submission of documentation
at least 48 hours before the
Extraordinary General Meeting

3



Accreditation of the shareholder
by Klabin and sending of
instructions with link

4



Videoconference
participation via the Zoom
platform

Shareholders who choose to participate in the Extraordinary General Meeting via digital platform must contact the Company's Investor Relations Department at the following email address: invest@klabin.com.br

Shareholders must send the Company, via the aforementioned email, scanned copies of the following documents:

Individuals	<ul style="list-style-type: none"> • Photo ID of the shareholder or, if applicable, photo ID of their attorney-in-fact and the respective power of attorney document.
Legal Entities	<ul style="list-style-type: none"> • Last bylaws or consolidated articles of incorporation and the corporate documents that prove the shareholder's legal representation. • Photo ID of the respective legal representatives.
Investment Funds	<ul style="list-style-type: none"> • Last consolidated regulation of the fund (in case the regulation does not contemplate the voting policy of the fund, also submit the supplementary information form or equivalent document). • Bylaws or articles of incorporation of its administrator or manager, as the case may be, observing the voting policy of the fund, and corporate documents that prove the powers of representation. • Photo ID of the respective legal representatives.

Additionally, under the terms of article 15 of the Bylaws, shareholders must present proof of shareholder interest issued by the custodian institution or the Company's bookkeeping agent, depending on whether or not their shares are deposited in a central depository, issued no later than 3 (three) days prior to the date of the Extraordinary General Meeting.

Pursuant to art. 5, paragraph 3, of CVM Instruction 481/09, in order to allow for the adequate organization of the proceedings, shareholders who wish to participate in the Extraordinary General Meeting via digital platform must send the documents indicated above at least 48 hours (forty-eight hours) before the date and time of the Extraordinary General Meeting – that is, by 2 p.m. on March 21, 2022.

After receiving the documents via the aforementioned email and confirming their validity and completeness, the Company will accredit the shareholder to participate in the Extraordinary General Meeting via the digital platform and send detailed instructions for its use, as well as the access link.

Only shareholders who are duly accredited in accordance with the deadline and procedures indicated above may participate in the Extraordinary General Meeting.

ZOOM PLATFORM

The digital platform to be provided by the Company for access and participation in the Extraordinary General Meeting will be the Zoom virtual meeting application. More information about the features of this platform can be found at: <https://zoom.us>

The Company recommends that shareholders familiarize themselves in advance with the use of the Zoom platform, as well as ensure the compatibility of their respective electronic devices for the use of the platform. Additionally, the Company requests such shareholders to access the Zoom platform on the day of the Extraordinary General Meeting at least 30 (thirty) minutes prior to the scheduled start time, in order to validate the access of all accredited shareholders.

On the Zoom platform, accredited shareholders can discuss and vote on the items on the agenda, with video and audio access to the virtual room where the Extraordinary General Meeting will be held.

The Company is not responsible for any operational or connection problems that the shareholder may face, as well as for any eventual issues beyond the Company's control that may make it difficult or impossible for the shareholder to participate in the Extraordinary General Meeting by electronic means. If a shareholder who has duly requested to participate by electronic means does not receive the email with instructions for accessing the digital platform by 6 p.m. on March 22, 2022, he/she must contact the Company by phone at +55 (11) 3046-8401 or 3046-8404 by no later than 10 a.m. on March 23, 2022, in order to have the respective access instructions resent or provided by phone.

PARTICIPATION BY ATTORNEY-IN-FACT

An **individual** shareholder may be represented, pursuant to Article 126, paragraph 1, of Law 6.404/76, by an attorney-in-fact constituted less than 1 (one) year prior, who is a shareholder, lawyer, financial institution or administrator of the Company.

Shareholders that are **legal entities** or **investment funds**, on the other hand, may be represented by an attorney-in-fact constituted as foreseen in its respective bylaws, articles of incorporation or regulation, as the case may be, even if he or she is not a shareholder, lawyer, financial institution or administrator of the Company, in line with the CVM's understanding on the matter.¹

Powers of attorney must be granted in writing and, in compliance with the provisions of article 654, paragraphs 1 and 2 of the Civil Code (Law 10.406/02), must contain the indication of the respective places where they were granted, the full qualification of the grantor and the grantee, the date and the purpose of the grant with the designation and extent of the powers conferred, the signature of the grantor not being required.

¹Cf. the decision handed down by the CVM's Collegiate Board in Administrative Proceeding RJ2014/3578.

PARTICIPATION VIA REMOTE VOTING FORM

The shareholder may also participate in the Extraordinary General Meeting by submitting a remote voting form in the following ways:

- Sending instructions for filling out the remote voting form to their custody agents, in the case of shareholders holding shares deposited with a central depository; or
- Sending instructions for filling out the remote voting form to the bookkeeping agent for shares issued by the Company, Itaú Corretora de Valores S.A., in the case of shareholders holding shares deposited with the agent; or
- Submit the duly filled out remote voting form directly to the Company.



The remote voting form for participation in the Extraordinary General Meeting is available at the electronic addresses of B3 S.A. (**b3.com.br**), the Brazilian Securities and Exchange Commission – CVM (**cvm.gov.br**) and the Company (**ri.klabin.com.br**).

SUBMISSION VIA SERVICE PROVIDERS

Shareholders who choose to exercise their remote voting rights through service providers must transmit the instructions for filling out the form to their custody agents or to Klabin's share bookkeeping institution, depending on whether their shares are deposited with a central depository or not, up to 7 (seven) days before the date of the Extraordinary General Meeting, that is, up to and including **March 16, 2022**, unless a different deadline is set by their custody agents.

Shareholders must contact the service provider that will receive the instructions for completing the remote voting form to verify the procedures established by it for issuing voting instructions via the form, as well as the documents and information required for this purpose.

DIRECT SUBMISSION TO KLABIN

Shareholders who choose to submit the remote voting form directly to the Company must send scanned copies of their identity documents, proof of powers and ownership of shares described on page 8, and the respective translation will be required if the document is not drawn up in Portuguese.

The scanned copy of the remote voting form, accompanied by the respective documentation, must be received by the Company, in full order and in accordance with the provisions above, no later than 7 (seven) days before the date of the Extraordinary General Meeting, that is, no later than **March 16, 2022** (inclusive). Any forms received by the Company after this date will not be considered.

For the form to be considered valid, it is indispensable that its fields be duly filled out; all its pages be initialed; and, at the end, the shareholder or their legal representative, as the case may be and in accordance with the legislation in effect, have signed the ballot.

Under the terms of article 21-U of CVM Instruction 481/09, Klabin will communicate to the shareholder if the documents received are sufficient for the vote to be considered valid, or, if necessary, the procedures and deadlines for eventual rectification or resubmission. If necessary, the rectification or resubmission of the form must also be made up to 7 (seven) days before the date of the Extraordinary General Meeting, that is, **March 16, 2022**.

In view of the Covid-19 pandemic scenario and the preventive measures adopted to contain its dissemination, we recommend that shareholders who choose to send the form directly to the Company do so preferably by electronic means, forwarding a scanned copy of the form and pertinent documentation to the following email address: invest@klabin.com.br. Alternatively, the shareholder may send the physical copy of the form and pertinent documentation to the following address: Av. Brigadeiro Faria

Lima, 3.600, 3º andar, São Paulo, SP, CEP 04538-132, under the care of the Company's Investor Relations area.

SUBMISSION OF PROOF OF UNINTERRUPTED OWNERSHIP OF SHARES

Regardless of the submission option chosen by the shareholder (either directly to the Company or through a service provider), if the shareholder chooses to fill out the deliberation items referring to the separate vote for the Board of Directors, the shareholder must send to the Company, through the electronic address invest@klabin.com.br, proof of uninterrupted ownership of shareholding interest during the period of at least 3 (three) months immediately prior to the holding of the Extraordinary General Meeting, issued by the competent entity no earlier than March 20, 2022, it being understood that such proof will only be considered valid if received by the aforementioned email no later than 10 a.m. on March 23, 2022.

FINAL GUIDELINES

Any shareholder who fails to submit, in accordance with the deadlines and procedures described above, the appropriate documents to verify his/her identity and respective shareholder position, as indicated in the previous items of this chapter, will not be allowed to participate in the Extraordinary General Meeting.

The Company reinforces the recommendation that shareholders should familiarize themselves in advance with the use of the Zoom platform, as well as ensure the compatibility of their respective electronic devices with the use of the platform (audio and video); and access the platform, on the day of the Extraordinary General Meeting, at least 30 (thirty) minutes before the scheduled start time, in order to allow the validation of access and participation of all accredited shareholders.



Shareholders who wish to ask questions, resolve any doubts or obtain additional information on the procedures for participating in the Extraordinary General Meeting may do so by contacting Klabin's Investor Relations Department by phone at **+55 (11) 3046-8401** or **3046-8404**; or by email: **invest@klabin.com.br**

EXPLANATIONS ABOUT THE BOARD OF DIRECTORS ELECTION

In order to form the Board of Directors for the next term of office, the controlling shareholders propose to set the number of members of the Company's Board of Directors at 13 full members and the same number of alternates, indicating that four members may be considered independent, as per the **Level 2 Governance Regulation of B3 S.A.** – Brasil, Bolsa, Balcão (b3.com.br).

This proposal may be altered, including during the work of the **Extraordinary General Meeting**, in order to increase the number of members of the Board of Directors in the event of adoption of the multiple vote process or separate election, always observing the maximum limit established in Article 17 of the Bylaws and the provisions of Article 141, Paragraph 7 of Law 6.404/76.

The Board of Directors is made up of shareholders, residents in the country or not, elected by the General Meeting for a unified term of 1 (one) year, until the date of the General Meeting that examines the accounts for the year 2022, and reelection is allowed.

To compose the Board of Directors for the next term, the controlling shareholders nominated a slate whose members, if elected, will serve a term until the Annual General Meeting that approves the accounts for the fiscal year ending December 31, 2022. Check out further details on **page 35**.

PROCEDURE FOR ELECTING MEMBERS OF THE BOARD OF DIRECTORS

The election of the members of the Company's Board of Directors will take place under a slate system. In elections by slate, each shareholder can only vote for one slate, and the candidates from the slate that receives the highest number of votes at the Extraordinary General Meeting will be declared elected.

If the **multiple vote procedure is regularly required**, the election by slates will cease and the members of the slate indicated in this proposal will become candidates for the Board of Directors, as well as members of any additional slates proposed by shareholders and any other additional candidates that may be nominated by shareholders to participate in the multiple vote election.

If the multiple vote procedure is adopted, the number of votes necessary to guarantee the election of at least one member of the Board of Directors will be disclosed at the Extraordinary General Meeting, whereas such calculation will be made based on the number of shares belonging to the shareholders attending the Meeting.

Each share will be assigned a number of votes according to the seats to be filled on the Board of Directors. Under the multiple vote procedure, each shareholder may freely allocate their votes among the candidates (concentrated on a single candidate or distributed among several), and the

The adoption of the multiple vote election procedure will depend on a prior request, within 48 hours (forty-eight hours) of the Extraordinary General Meeting, by shareholders holding at least 5% (five percent) of its voting capital, under the terms of art. 141 of the Brazilian Corporation Law and CVM Instruction 165/91.

candidates receiving the most votes will be elected.

The positions that, by virtue of a tie, are not filled, will be subject to a new vote under the same process, adjusting the number of votes to which each shareholder will be entitled according to the number of positions to be filled.

A majority of shareholders holding at least 15% (fifteen percent) of the total number of common shares issued by the Company will also have the right to separately elect one member of the Board of Directors and his alternate.

Shareholders holding preferred shares issued by the Company representing at least 10% (ten percent) of the capital stock will have the same right.

Only those shareholders who can prove uninterrupted ownership of the required shareholding for at least three

months immediately prior to the holding of the Extraordinary General Meeting can exercise these rights.

The shares held by shareholders who opt for separate voting will be excluded from the number of voting shares for purposes of the majority election by slate or multiple vote.

The slate proposed by the controlling shareholders contains 12 candidates, on the assumption that one member of the Board of Directors will be elected in a separate election.

Nevertheless, the controlling shareholders preserve the right to amend their proposal, including during the work of the Extraordinary General Meeting, in order to increase the number of members of the Board of Directors, in case

of adoption of multiple vote or if there is more than one member elected in separate elections, up to the number necessary to accommodate the election of all candidates on the slate nominated by controlling shareholders and the candidates elected separately or by means of a multiple vote, as the case may be, always observing the maximum limit established in Article 17 of the Bylaws and the provisions of Article 141, Paragraph 7 of Law 6.404/76.

Shareholders may nominate other slates to participate in the majority election to the Board of Directors, as well as possible candidates to participate in separate voting pursuant to art. 141 of the Brazilian Corporation Law. In such cases, they must forward the candidates' information to the company, duly accompanied by the required documents.

How we tackle our challenges



Message from the management

Dear Shareholder,

Klabin's history is defined by its pioneering spirit, vision of the future, and commitment to sustainability. We work to continue on this path, even amid adverse scenarios, such as those we have faced due to the Covid-19 pandemic, which brought socio-economic challenges.

The strong demand for our products in domestic and foreign markets and our integrated, diversified, and flexible business model combined with proven operational efficiency have once again shown our resilience. In 2021, we achieved the best operating and financial results in our 122-year history and recorded the twelfth consecutive year of growth in Adjusted EBITDA.

We are a strong company, a global benchmark in sustainability, in continuous growth, and we achieved critical deliveries in 2021. The list includes the successful start-up of PM27 back in August, in the first stage of the Puma II Project. We have also advanced in providing innovative solutions, with products made from renewable, diversified, recyclable, and biodegradable resources, in line with our

clients' and society's demands, for which we have a genuine vocation. The start of Eukaliner® production, the world's first kraftliner paper made exclusively with eucalyptus fibers at PM27, illustrates our ability to reinvent ourselves, enhancing our portfolio of sustainable products.

The year was also marked by the decision to manufacture card - a growing market worldwide and for which there is no forecast of supply expansion in the short term - from PM28, the second paper machine at the Puma II Project, with start-up scheduled for the second quarter of 2023. In the logistics area, we started operating the container rail terminal in Paraná, which doubles our container shipping capacity from the Puma and Monte Alegre units to the Port of Paranaguá.

We went to COP26 representing the leaders of private companies in Latin America as a result of our historic commitment to sustainable development and Klabin's pioneering spirit in terms of practices and initiatives that benefit the planet. Another source of pride was Klabin's inclusion on the Triple A-List drawn

up by CDP, an international non-profit organization that manages a worldwide environmental disclosure system for companies, cities, states, and regions. We were the first company in Latin America to achieve an "A" rating for climate change, forestry, and water security programs, alongside 13 other companies worldwide.

For the second year running, we were listed in the Dow Jones Sustainability Index in the World Market - the most robust and important - and Emerging Market categories. Even with a record number of companies competing in this edition, we are in the top 10% of companies with the best score in the Global category. We also had the best score in the industry (Containers & Packaging category), and we also made progress in the environmental, social, and governance indicators. We improved our governance model by creating three advisory committees from the Board of Directors: the Audit and Related Parties Committee, the Sustainability Committee, and the People Committee, in December 2020. Also, regarding our commitments to good environmental, social, and

governance practices, in the first half of 2021 we launched the ESG Panel. This platform brings together our indicators in one place, allowing us to monitor the progress of our performance and the fulfillment of the Klabin 2030 agenda, inspired by the Sustainable Development Goals. The data is accessible at <https://esg.klabin.com.br>.

To improve transparency, close relationships, and accountability to our shareholders, we have been striving to provide clearer information about our results and operations in a practical and accessible way for everyone. One example is the preparation of this handbook, which is intended to make access to the company's relevant content easier and guide investors

about some processes and procedures regarding the meetings. We also created video and podcast content for the Klabin Invest platform, and in 2021 we launched a completely redesigned Investor Relations website, which can be accessed at <https://ri.klabin.com.br>.

As for our people, we were happy with the internal survey results, which prove that Klabin's employees have an excellent understanding of the company's progress in initiatives targeting diversity and gender equity. The same survey showed that safety is perceived as a priority value for Klabin. This is significant recognition - after all, safety is one of the foundations for our sustainable growth.

Furthermore, at this year's General Shareholders' Meeting, the Management is proposing a significant increase in employee benefits: the proposal is to expand the long-term incentive plan (ILP) for all Klabin professionals, so that all company employees can invest a percentage of the gross Profit Sharing (bonus) on the purchase of company shares, and Klabin will match the investment.

On behalf of Klabin's Board of Directors, I thank shareholders for trusting in the company's ability to deliver solid results. Our investors' engagement in the company's agenda enables us to create a sustainable future.

What stood out

In the last two years, especially in 2021, initiatives on the governance fronts corporate and ESG stood out at Klabin.

STRENGTHENING CORPORATE GOVERNANCE

In the last two years, we have promoted several initiatives that have strengthened Corporate Governance at Klabin:



- Creation of three advisory committees to the Board of Directors and election of their members: Audit and Related Parties Committee; Sustainability Committee and People Committee.



- Approval of the Internal Rules of Procedure that govern the operation of the aforementioned Committees as well as that of the Board of Directors.



- Review of the Risk Management Policy, with approval by the Board of Directors.



- Review of the consolidated risk map and the Board of Directors' approval of Klabin's priority business risks (operational and corporate).



- Approval and publication of the Financial Indebtedness and Proceeds policies, providing even more transparency to the Company's Corporate Governance.



- Incorporation of Sociedade Geral de Marcas Ltda. (Sogemar) with the consequent extinction of royalty payments referring to Klabin's brands, a process conducted in line with the recommendation issued by a working group composed solely of independent members of the board.



- Revision of the Code of Conduct and its approval by the Board of Directors in 2021, in order to promote greater adherence to new legislation and internal guidelines and also to the new topics that started to be discussed in the corporate environment and in the industry.



- Holding of 24 Board of Directors meetings in 2021.

Learn more in [Corporate Governance](#).

GOOD ESG PRACTICES AT KLABIN

With the launch of Klabin’s Sustainable Development Goals (KSDGs) in 2020, we took an important step in our sustainability journey, formalizing the ESG aspects (good environmental, social and governance practices) fundamental to the Company and to the global urgencies of society and the planet.

Aligned with the United Nations Organization’s Sustainable Development Goals, the KSDGs are a set of short- (2021), medium- (2025) and long-term (2030) commitments that guide Klabin’s 2030 Agenda for Sustainable Development.

In 2021, we launched the ESG Dashboard, which allows the monitoring of the main indicators related to KSDGs in a single platform, making it easier to read and increasing the Company’s transparency in accountability. Access the platform [here](#).

OTHER HIGHLIGHTS OF 2021



- Klabin was listed on the Dow Jones Sustainability Index (DJSI) for the second consecutive year, in the World Index and Emerging Markets Index portfolios, reaffirming its position as a global reference in sustainability. The index is one of the main benchmarks of good ESG practices for publicly traded companies.



- We are part of the B3’s Corporate Sustainability Index (ISE) for the ninth consecutive year. The new portfolio comprises 34 companies and will be in effect from January 3, 2022 until December 30, 2022.



- We achieved a “Triple A” rating in the CDP for the first time. The Company has been a CDP respondent since 2010, and in 2021 was the first company in Latin America to achieve this category, obtaining the highest score awarded by the institution for the three programs: Climate Change, Water and Forests.



- We were also listed in S&P Global’s The Sustainability Yearbook 2021 in the top 15% of most sustainable companies in the industry.



- We were the only Latin American company invited to participate in the group of Business Leaders at the United Nations Climate Change Conference (COP-26), in Glasgow, Scotland, with the mission of disseminating information and engaging the private sector on the issue of climate change.



- In an operation coordinated by six banks, Klabin issued the **Sustainability Linked Bond (SLB)**, in the amount of USD 500 million, with a maturity of 10 years, highlighting the Company’s recognized track record of sustainable development and its ability to generate returns for investors. The bond is linked to three ESG-related goals by 2025: two directly related to industrial production (reduce consumption of natural resources and increase recycling of water and solid waste) and another related to biodiversity, focusing on sustainable management and restoration of biomes.

APPROVAL OF THE 2021 FINANCIAL STATEMENTS



Net revenues
BRL 16.481 bi
+ 38%
 compared to 2020



Adjusted EBITDA¹
BRL 6.865 bi
+ 46%
 compared to 2020



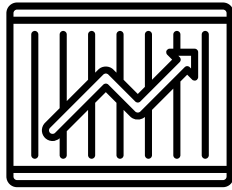
Adjusted FCL yield²
13.2%
BRL 3.8
 billion in cash generation
 (last 12 months)



ROIC
19.5% versus
15.7%
 in 4Q20 (last
 twelve months)

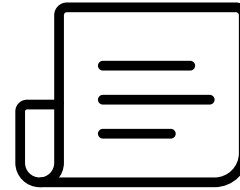
¹ Excludes non-recurring effects.

² FCL Yield adjusted per share (excluding treasury shares) divided by the average value of the shares in the UDM (last twelve months).



Indebtedness Deleveraging 2.9x

Net Debt/EBITDA in 4Q21
(vs. 4.0x in 4Q20)
in USD



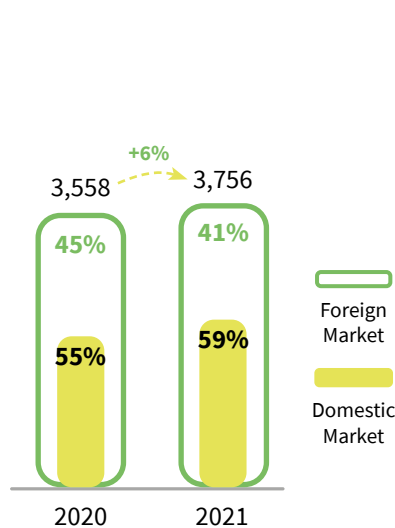
Puma II Start-up of the 1st Machine

1st kraftliner paper
made from 100%
eucalyptus fibers

RESULTS

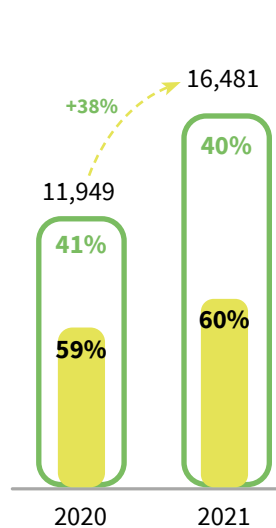
Integrated, diversified and flexible business model proven by 12th consecutive year of EBITDA growth.

Sales Volume¹
thousand tons



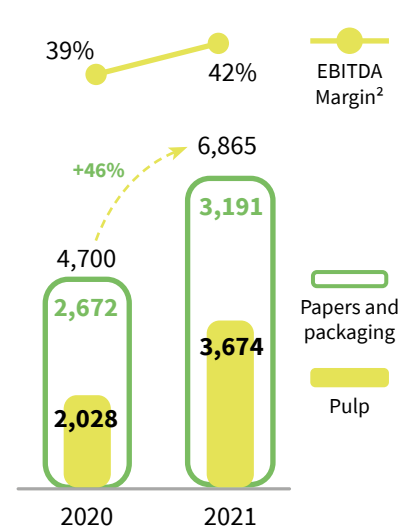
¹Does not include wood sales

Net revenues²
BRL millions



²Includes wood sales and other revenue

EBITDA Adjusted by Segment^{3,4}
BRL millions



³Results from 'other' allocated to the respective businesses

⁴Excludes non-recurring effects

Complete information from the Management Report and Financial Statements, released to the market on February 9, 2022, can be accessed [here](#).

Our strategy

The operating results achieved in recent quarters prove the benefits of our integrated, diversified and flexible business model and the consistent generation of value for all stakeholders.

Throughout our history, we have made sustainability the essence of Klabin and we remain committed to building a future based on this value.

The ambitions set by our growth strategy propose new and elevated challenges for sustainable development, which are addressed by the KSDGs, the Klabin 2030 Agenda.

PUMA II PROJECT

Capacity expansion project in the packaging paper segment, including the construction of two paper machines, with integrated pulp production, located at the Puma Unit in Ortigueira (PR).

OUR KEY ATTRIBUTES



Value generation

Growth with greater value generation for shareholders, driven by the 2nd machine with coated board production (Puma II).



Innovation

Advances in the application of bio-barriers for new uses of paperboard and Eukaliner®, the world's first kraftliner produced using 100% eucalyptus fiber.



Sustainability

Less land needed, single-use plastic substitutes, reduced water consumption, and energy from renewable sources.



Resilience

Integration and a diversified product portfolio ensure flexibility and less volatility in results.

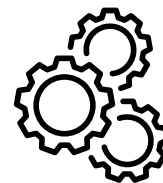
Source: ri.klabin.com.br



- Budgeted gross investment: BRL 12.9 billion¹, subject to exchange rate fluctuations and adjustments due to inflation.



- A total of BRL 7.895 billion has been disbursed, of which BRL 5.316 billion until 2020 and BRL 2.579 Billion in 2021.



- Start-up of the first machine (PM 27) in August/2021 – start of production for the Eukaliner® and Eukaliner® White.



- The second machine (PM 28) is expected to come online in 2023.

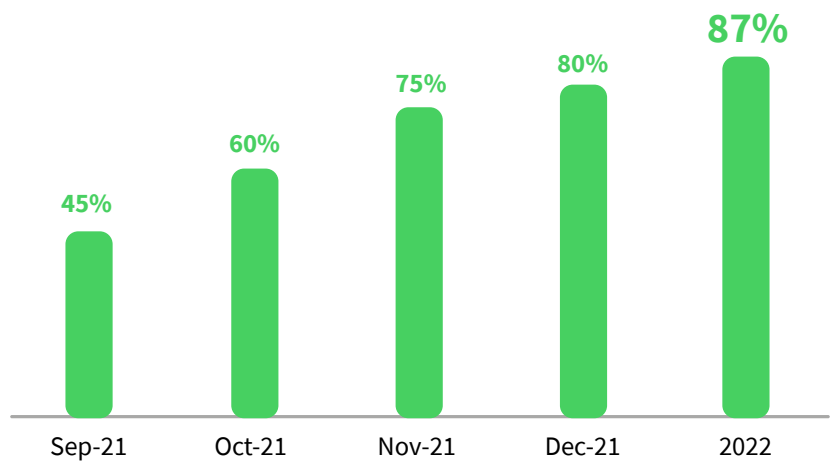
¹ Gross Capex base date 2021 with exchange rate of BRL 4.90/USD, including recoverable taxes of approximately BRL 1.2 billion.

PM 27

Production of Eukaliner® and Eukaliner® White – 100% hardwood

Capacity: 450,000 tons/year

Source: Klabin Day 2021 presentation, [available here](#).

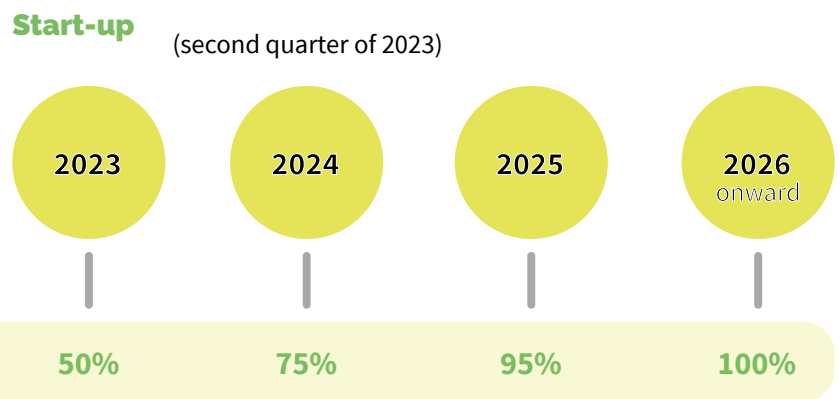


PM 28

Card Production (LPB/Folding/Carrierboard) and/or Kraftliner

Capacity: 460,000 tons/year

Source: Presentation – Update of the Puma II Project, [available here](#).



Klabin's Culture

At the foundation of the strategy is our organizational culture, focused on engaging people, delivering results, and building the future.

We carry a pioneering spirit, ethics, and sustainability in our DNA, seeking to do our best every day, with responsibility, autonomy, meritocracy, agility, recognition, and innovation. This combination, guided by Klabin Attitudes, allows us to deliver results and generate value for our stakeholders and society.



#COLLABORATION

We build connections with different areas and partners and seek the solution together. We are collaborative and work as a network.

#DEVELOPMENT

We act for the development of ourselves and others, and we have good conversations. We value learning, listening, and sharing.

#LEADERSHIP

We are facilitating leaders and we know how to “build bridges”. We practice recognition and believe in meritocracy. We promote a safe work environment.

#RESULTS

We conduct our activities with a focus on sustainable business growth. We care about reputation and act with ethics, agility and safety, coupled with the delivery of results.

#PROCESS AND SAFETY MANAGEMENT

We are protagonists executing the process in an agile manner and we adopt continuous improvement methodologies when applicable. We take care of people and safety is our value.

#FOCUS ON THE CUSTOMER

We put the customer at the center of our strategy and anticipate their needs. The customer's challenge is our challenge as well.

#STRATEGY

We understand Klabin's strategy and vision of the whole and use them for decision-making in our areas. We know that people are part of our strategy to grow together.

#INNOVATION

We drive change and seek the best solutions. We are open to dialog, to the new, and we believe in building innovation.

#DIVERSITY

We promote an increasingly respectful and diverse environment, where people feel safe to exercise their individuality.

OCCUPATIONAL SAFETY AS A VALUE

Workplace safety is a priority aspect in the company and is unquestionable and non-negotiable as a foundation for growth. Safety focused on interdependence – taking care of oneself, taking care of others, and letting oneself be taken care of – has been fundamental for the advances recorded in the indicators of this aspect at Klabin.

In a recent survey on organizational culture conducted with employees, although occupational safety is not a cultural driver, it is the value that most reflects Klabin's culture, especially at the operational level. This perception was a pleasant surprise for the Company, and ratifies everything we have been doing on this work front, although we know we have a long way to go in this area to reach the much sought-after zero lives changed by risk exposure.

Climate management

Climate change is a topic on Klabin's 2030 Agenda. Klabin's ongoing efforts to reduce greenhouse gas (GHG) emissions is one of the items of its Sustainability Policy, which not only guides our actions, but also has led us to adhere to major external initiatives, reinforcing our commitment to the issue. Some examples:

- Since 2019, we have participated in the UN's global campaign Business Ambition for 1.5°C – Our Only Future, contributing to reducing greenhouse gas (GHG) emissions to restrict the planet's temperature increase to 1.5°C by 2030.
- We became a TCFD Supporter in 2020, which represents public support for the Financial Stability Board's recommendations on climate risk and opportunity management, improving the Company's transparency and communication on the topic.
- In 2021, we were the first company in the pulp and paper sector in Latin America to have its GHG emission reduction targets approved by the Science Based Targets initiative (SBTi). This initiative establishes methods and tools for companies to adopt science-based emission reduction targets.
- We were also the only Brazilian company to be invited to join the COP26 Business Leaders, a group responsible for disseminating and engaging the private sector in the topic of climate change at the United Nations Climate Change Conference (COP-26), to be held in November 2021 in Glasgow, Scotland.
- Also in 2021, we structured a campaign, in partnership with the Brazil Network – UN Global Compact, to engage companies and society in projects to reduce and neutralize carbon emissions by 2050. In addition to making this commitment, we also contributed to mobilize other companies and people to join the movement.



We already have a positive carbon balance at Klabin, because our forest areas capture and fix enough CO₂ to offset the emissions from our production process, promoting an extremely important environmental service in the fight against climate change. In 2020, we had a positive balance of 4.5 million tons of carbon equivalent in the annual net stock and about 90% of the energy matrix comes from renewable sources.

People management

People management at Klabin is geared to the development of employees, preparation for succession and the formation of leaders. In order for our strategic plan to be executed, we need to rely on a robust leadership team whose behavior and skills are capable of engaging people in delivering results and building the Company's future. The development programs for our leaders, which fall under the Klabin Business School, aim to continuously prepare managers and successors for the Company's current and future challenges and to reinforce its culture, contributing to the human aspect of leadership, people-centered management and talent development.

We offer learning experiences available both on-site and online for all teams.

We develop several customized training programs for operational, administrative, and commercial teams to create and update knowledge aligned to the Business and Market needs.

And we also have an online learning platform called ENK Portal, nominated for the Top of Minds RH award in 2021 in the Corporate Education category, reinforcing our commitment to the development of our employees. All actions aim to reinforce the importance of self-development and a learning culture.

The employee's journey, throughout their cycle at Klabin, seeks to place them in an active role and responsible for improving their skills while, at the same time, providing the best experience and continuous learning.

The Company's Talent Attraction Policy is continuously evolving and adapting in order to maintain full transparency and excellence in the selection processes.

DIVERSITY AT KLABIN

We believe that diversity of views, experiences, cultures, and ways of life, without discrimination, contributes to innovation and good decision making.

At Klabin, we increasingly seek to promote an environment of respect, equity, diversity and inclusion, in which everyone feels comfortable to exercise their individuality, contributing to the sustainability of the business and to a positive impact on the society in which we operate.

The topic has been progressing in recent years at the Company and the KSDGs also factor into Klabin's 2030 Agenda, with the goals of having 30% female leaders and 90% of employees belonging to diversity groups, positively evaluating the conditions of respect and equality in the work environment.

A recent survey conducted at the company on cultural evolution pointed out the positive perception of our employees about the advances in the inclusion topic, especially in the gender issue. Regardless, we recognize that we still have a way to go in this regard.



GOVERNANCE STRUCTURE FOR THE TOPIC

Corporate Area: responsible for building corporate programs and aligning strategy throughout the Company.

Diversity Committee: comprised of representatives from all units, responsible for the development and support of local actions.

Affinity Groups:

K entre Nós (actions aimed at gender equity), Black (race and ethnicity issues), Kolors (LGBTQIA+ theme), MultiKlabin (intergenerational relationship theme) and Memoh Klabin (gender, with a proposal to reflect on the effects of masculinity).

People Commission: made up of senior leadership, with quarterly meetings, responsible for program recommendations and validations.

Reputation and Brand Commission:

responsible for approving the Diversity and Inclusion campaigns.

In 2021, the percentage of women in our workforce was 17%, up three percentage points from 2020, and the participation of women in leadership rose from 17% in 2020 to 21% in 2021.



INITIATIVES PROMOTED IN THE LAST TWO YEARS

Consolidation of the Gender Leadership program, with the participation of male and female leaders in discussions about gender equity.

In August 2020, Klabin joined the Equity is a Priority movement, whose purpose is to establish goals for companies to increase the number of women in senior leadership positions.

Directive to include at least one woman in the lists of finalist candidates in all selection processes, and to train recruiters on the topic of diversity and inclusion.

Creation of the Integra Klabin social internship program in 2020, focused on low-income students.

In 2021, 75% of the directors had their variable compensation tied to performance in diversity indicators. Besides them, 46 managers (from consultants to managers, representing 7% of the total), also linked their compensation to Klabin's diversity targets.

Klabin made two new external commitments in 2021. It became part of the Brazilian Forum of Companies and LGBTI+ Rights, a commitment to the respect and promotion of LGBTI+ human rights in the Brazilian corporate environment and in society; and the Movement for Racial Equity (MOVER), a coalition between companies that seeks to be an effective tool to combat racism.

Also in 2021, we encouraged our employees to fill out a self-declaration of race, so that we can get to know the profile of our workforce in greater depth, understand the differences, evaluate whether the policies and benefits are adequate, so that Klabin can be a more inclusive and recognized company in this respect.

EMPLOYEE MENTAL HEALTH

In the last two years, we have recorded advances in mental health care for employees. This action front, which was already part of the company's occupational health management with the Viver Bem (Living Well) integral care program, was accelerated by the Covid-19 pandemic.

We created the Covid Psychological Support Committee for support in the units. The medical and nursing teams, social workers and managers received training on mental and emotional health for coping with the effects of employees' adaptation disorders and on how to handle possible cases of depression, anxiety and panic in this scenario. We also offer free online psychotherapy, hold conversation circles with employees, and raise leadership awareness about caring for the team and promoting self-care.

Corporate governance

Klabin's main governance bodies, which operate jointly to achieve the Company's economic, social and environmental objectives, are the Annual General Meeting, the Board of Directors, the Executive Board, the Advisory Committees to the Board of Directors and the Audit Committee.

Fixed commissions divided by topic advise the Executive Board, with the duties of discussing, planning and validating the business support strategies. They run hand in hand with the Company's growth cycle, monitor

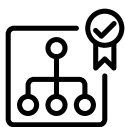
improvements to its operational efficiency and contribute to the mapping of business opportunities.

Governance was strengthened in 2020 with the creation of three advisory committees to the Board of Directors: Audit and Related Parties Committee, Sustainability Committee and People Committee.

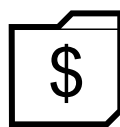
The board members meet every two months to evaluate results and discuss strategies and, on an extraordinary basis, to debate and approve relevant topics that

require rapid consideration by the Board of Directors.

Disclosing information in a consistent and transparent manner is our priority. We present our performance through the disclosure of quarterly Earnings Releases, Financial Statements – according to the International Financial Reporting Standards (IRFS), issued by the International Accounting Standards Board (IASB) – and the Sustainability Report.



- We are listed at Level 2 governance of B3 S.A. – Brasil, Bolsa, Balcão.



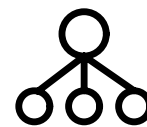
- We are the only Brazilian company in the pulp and paper market to be included in the Dow Jones Sustainability Index (DJSI) in the World Index and Emerging Markets Index portfolios.



- We are part of the B3's Corporate Sustainability Index (ISE) for the ninth consecutive year. The new portfolio comprises 34 companies and will be in effect from January 3, 2022 until December 30, 2022.

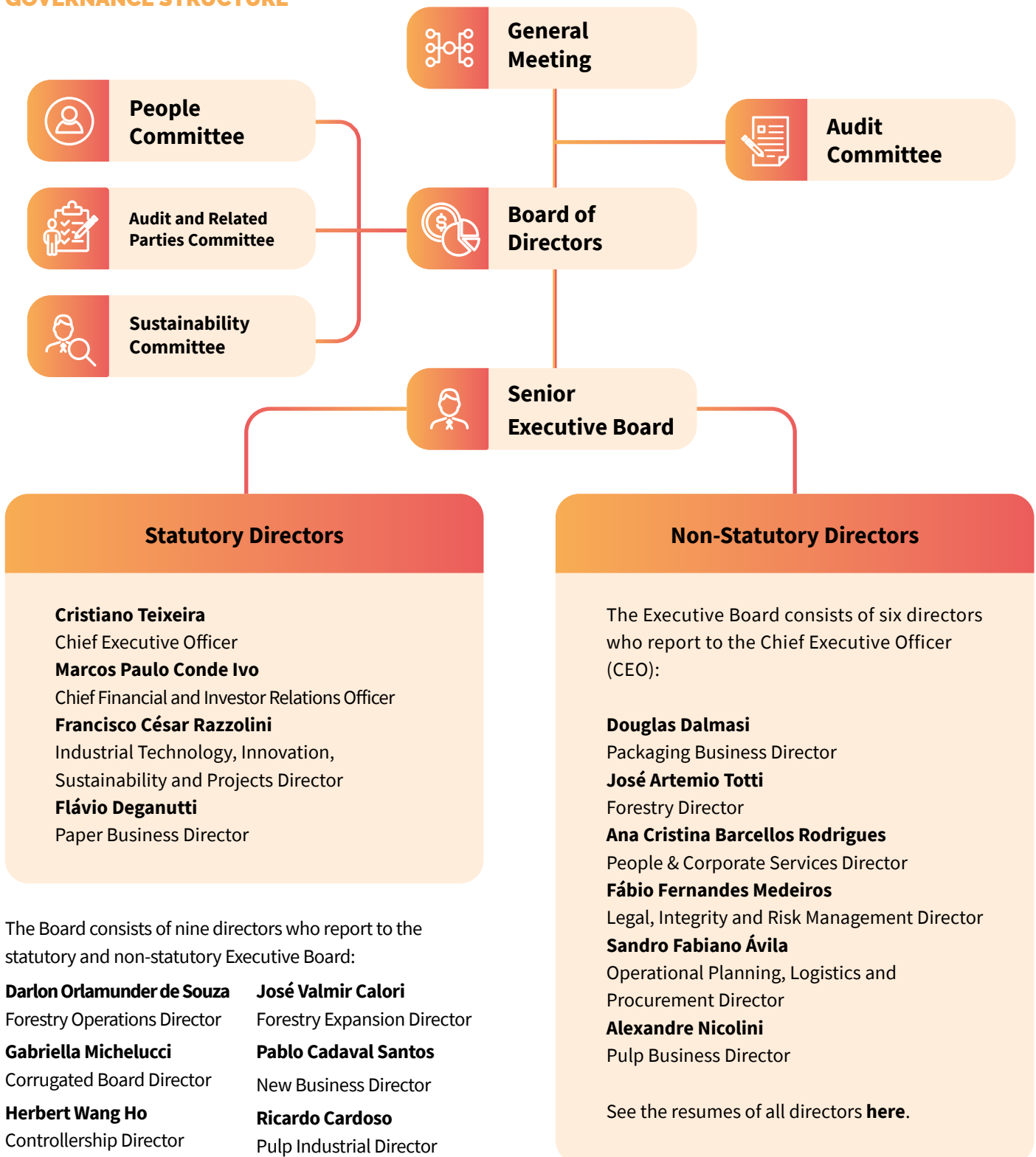


- **Tag Along:** our Bylaws guarantee the holders of preferred shares the right to receive 100% of the share amount paid to the controlling shareholder in the event of sale of the company.



- Since 2011, we have adhered to the Abrasca Code of Self-Regulation and Good Practices for Publicly Held Companies, which establishes principles, rules and recommendations for the purpose of contributing to improvements in corporate governance practices.

GOVERNANCE STRUCTURE

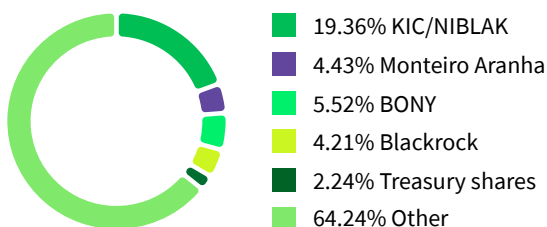


The Board consists of nine directors who report to the statutory and non-statutory Executive Board:

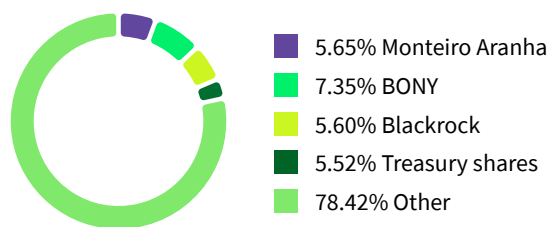
- | | |
|--|--|
| Darlon Orlamunder de Souza
Forestry Operations Director | José Valmir Calori
Forestry Expansion Director |
| Gabriella Michelucci
Corrugated Board Director | Pablo Cadaval Santos
New Business Director |
| Herbert Wang Ho
Controllership Director | Ricardo Cardoso
Pulp Industrial Director |
| João Antônio Gomes Braga
Projects and Engineering Director | Roberto de Camargo Bisogni
Sackraft Packaging Director |
| José Soares
Paper Commercial Director | |

SHAREHOLDING STRUCTURE

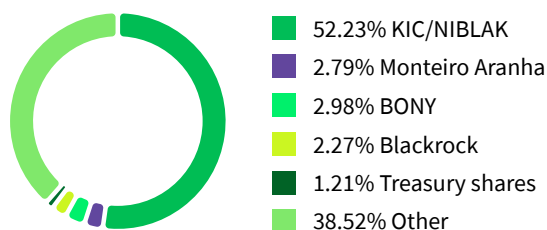
Total – 5.618 million shares



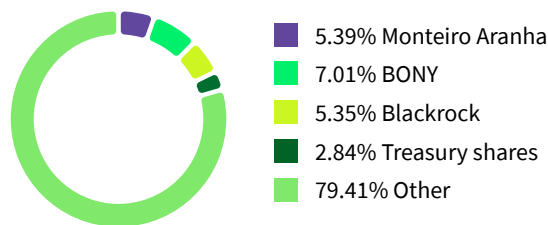
KLBN11 – 844 million shares



KLBN3 - 2.082 million shares



KLBN4 - 3.536 billion shares



Investor engagement

The General Meeting is Klabin’s highest decision-making body as a publicly traded Company listed on the São Paulo Stock Exchange (B3). The Investor Relations area is the main communication channel with shareholders and potential shareholders.

Given the growing number of individual investors on the B3, which has also manifested in our own shareholder base since 2019, we created Klabin Invest, an exclusive content platform featuring videos and podcasts aimed at investors, with information on the Company’s performance, innovation, sustainability and topics of interest to the financial market.

Currently, Klabin has more than 200,000 individuals registered in its shareholder base. This expansion of the individual investor base is in line with the company’s positive momentum, with increasing results, more initiatives in favor of the ESG agenda, and solid investments in business expansion.

With the intention of being ever closer and more connected to our investors, in June 2021, we reformulated the site in order to facilitate consultations of the company’s main information, such as its corporate structure, studies, codes, policies, financial reports and dividends, rating and analysts’ coverage, in addition to own content focused on investors through Klabin Invest.

CLICK AND LEARN MORE:



Investor Relations Website

Klabin Invest on Youtube

Klabin Invest on Spotify

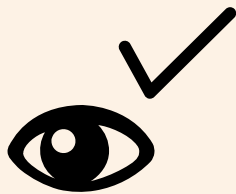
Klabin Invest in 2021



First communication in the Company's podcast format, on Spotify as well as YouTube.



Content impacted* the audience more than **78 million times**



37 million+ impressions (total number of times any content was viewed)



24 million people impacted (unique users)



Engagement: **more than 34,000 comments**

*Impact: sum of any and all actions, such as display, interaction, viewing, and others, in all analyzed social networks (Instagram, Facebook, LinkedIn, YouTube, and Spotify).

Risk management

Our value proposition for risk management – one of the objectives of the Klabin 2030 Agenda – is to maintain responsible performance and operation, which implies the commitment of our team at all levels to act in a responsive and participatory manner in decision-making processes.

The Company's Risk Management is based on the following principles:

- **Protect value:** must be associated with the sustainable growth of the Company and its Subsidiaries;
- **Integrated processes:** must permeate the entire organization of the Company and its Subsidiaries, allowing the identification and monitoring of Risks in all relevant business processes;
- **Continuous monitoring:** the Risks to which the Company and its Subsidiaries are exposed must be managed continuously and updated periodically, according to their relevance;
- **Transparency and reliability of information:** the Risk management process must follow the Company's ethical principles and the information provided in this context must be reliable and in compliance with applicable legislation;
- **Uniform culture:** the Board of Directors and the Executive Board must exercise their leadership to disseminate the Risk Management culture at all hierarchical levels, establishing procedures in a coordinated and integrated manner.

Klabin currently has a Risk Management Policy whose revision was approved by the Board of Directors in 2021. The governing principle of the document is to align the Company's strategic objectives and structure with the best market practices.

In recent years, we have intensified Risk Management and Internal Control initiatives, with emphasis on the following actions:

- Creation of a department dedicated to the topics of Risks and Internal Controls, which works alongside the Internal Audit and Integrity Area of the Company.
- Creation of the Audit and Related Parties Committee to advise the Board of Directors, evaluating the mechanisms to control the Company's risk exposures.
- Review of the Risk Policy, considering the recent process to create the advisory committees to the Board of Directors and validation of the risk prioritization process.
- Creation of a Risk Commission, made up of members of the Executive Board and Business Management, responsible for risk assessment and management together with Klabin's Risk and Internal Controls Department.
- Validation of risk prioritization by the Board of Directors.
- Mapping of processes and internal controls to meet the requirements of CVM Instruction 552.

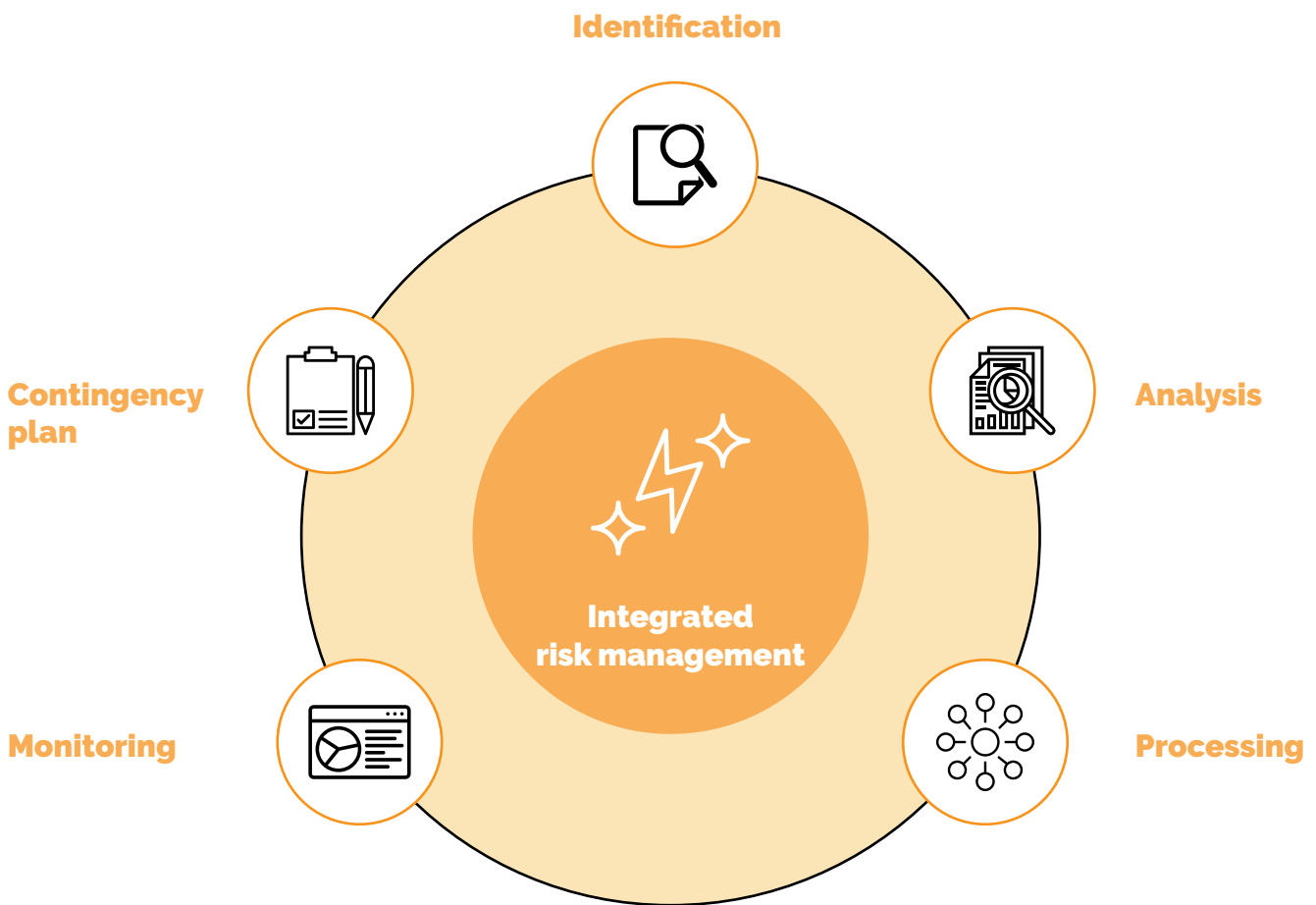
According to internal methodology, the Company's risks are classified into five categories:

- **Strategic:** risks that affect the strategic objectives and can be strongly influenced by external factors, but also subject to internal factors.
- **Financial:** events that may negatively impact the Company's cash flow, its financial statements, and access to capital.
- **Operational:** related to the Company's and its subsidiaries' infrastructure (processes, people and technology), which affect their operational efficiency and the effective and efficient use of their resources.
- **Compliance, regulatory, and legal:** risks related to compliance with legislation, considering laws applicable to the operating sector and legislation in general.
- **Social and environmental:** arising from acts or events

that may result in negative effects on the environment and society, with impacts on native peoples and communities and protection of human health, cultural property, and biodiversity.

Risks are assessed according to their level of criticality, defined based on two aspects: impact and vulnerability. The levels of each risk are established according to objective criteria, standardized and validated internally. The approaches to risks may be: reduce, transfer and/or share, retain, accept or exploit.

To ensure that the main risks inherent to Klabin's activities are identified, evaluated, handled, monitored and communicated, both at the strategic and operational levels, Risk Management follows the steps described below.



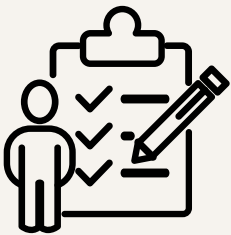
Risk governance

Klabin has, in general terms, the following structures and responsibilities for risk management:



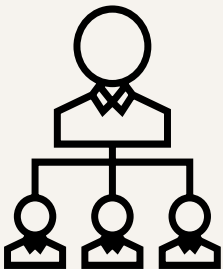
BOARD OF DIRECTORS

- Approve the Risk Management Policy;
- Define, support and disseminate the risk management culture;
- Approve the prioritized risks for monitoring by the Company;
- Monitor the progress of work related to the prioritized risks;
- Deliberate on any matter submitted thereto or, if deemed necessary, on possible action plans.



AUDIT AND RELATED PARTIES COMMITTEE

- Evaluate the Company's risk exposure control mechanisms, and it may request information about policies and procedures related to the topic.



SENIOR EXECUTIVE BOARD

- Disseminate and promote the risk management culture;
- Monitor, based on the information reported periodically by the Risk Commission, the risk management of the Company and its subsidiaries, ensuring its appropriate functioning and taking any necessary measures for its improvement;
- Validate the risks reported to Risk Management and Internal Controls by their respective Business areas;
- Ensure the existence of material and human resources at adequate levels, which allow the effective compliance with this Risk Management Policy and procedures as a whole in their respective Business areas;
- Assist the Risk Commission in handling risks;
- Assist the respective Business areas in executing action plans, as well as in the implementation of any recommendations or measures related to risk management.



RISK COMMISSION

- Recommend the Risk Management Policy to the Board of Directors and, in this context, establish the internal procedures used by the Company and its subsidiaries in risk management;
- Assess and monitor the most relevant risks reported by the Risk Management and Internal Controls, as well as their respective action plans;
- Validate the action plans proposed by the Business areas and the Executive Board, after validation by Risk Management and Internal Controls;
- Report periodically, or whenever deemed necessary, to the Executive Board and the Board of Directors the relevant information related to the risk management of the Company and its subsidiaries.



RISK MANAGEMENT AND INTERNAL CONTROLS

- Propose the Risk Management Policy and its updates;
- Identify, monitor and periodically control risks, including with regard to the implementation of action plans;
- Report the risks and their respective action plans to the Risk Commission;
- Assist the Business areas and boards in the design and implementation of internal controls or risk management indicators;
- Conduct a critical analysis of the action plans defined by the business areas to mitigate risks;
- Provide training and a communication plan related to risk management;
- Act as Data Protection Officer (DPO).



BUSINESS AREAS

- Monitor the risks related to their activities and communicate to the Risk and Internal Controls Department, through the manager in charge, any change in their business processes that may give rise to new risks or alter the status of those previously identified;
- Assist the Risk Committee (or Commission) in handling risks;
- Execute the action plans;
- Establish appropriate controls and/or indicators to manage the risks;
- Ensure that the recommendations of the Risk and Internal Controls Department, the Risk Committee (or Commission) and the respective boards are effectively followed and that any deviations from the Risk Management Policy and the internal procedures applicable to risk management are promptly identified and reported.

Supervision of the Board of Directors

The Board of Directors sets the business objectives for Klabin and its subsidiaries, monitors and evaluates the Company's development and performance, deliberates on its indebtedness policy, elects and evaluates the members of the Executive Board and defines their duties, compensation and targets, among other functions expressed in the body's Internal Rules of Procedure.

ADVISORY COMMITTEES TO THE BOARD OF DIRECTORS

Klabin has three advisory committees to the Board of Directors, created in 2020: Audit and Related Parties Committee, People Committee and Sustainability Committee.

Each of these committees is made up of three members elected by the Company's Board of Directors for a term of one year, coinciding with the term of the members of the Board of Directors itself, and re-election is allowed.

Audit and Related Parties Committee

- issue opinions on the hiring and dismissal of the independent auditor, as well as supervising its activities;
- supervise the areas of Internal Controls, Internal Audit, and the area that prepares the Company's financial statements;
- monitor the quality and integrity of the Company's internal control mechanisms, quarterly information, interim statements and financial statements;
- evaluate the Company's risk exposure control mechanisms, and it may request information about policies and procedures related to the topic;
- evaluate and monitor, together with management and Internal Audit, the adequacy and commutativity of the transactions with related parties by the Company and their disclosures.

People Committee

- evaluate the talent management, succession and organizational structuring, and compensation policies and guidelines proposed by the Company's Management;
- examine and discuss the compensation guidelines for the members of the Executive Board to be submitted to the Board of Directors, including the retention and compensation criteria (fixed and variable), benefits and other recognition or award programs, taking into consideration the best market practices;
- evaluate the Executive Board's proposal on the amount of the global compensation for management to be submitted to the Board of Directors;
- evaluate and recommend to the Board of Directors the compensation model for the Company's directors;
- ensure that the compensation guidelines for the Company's directors are constantly compatible with the risk management policy, the targets, and the current and projected financial situation of the Company.

The committee's duties and rules of operation are foreseen in the respective Internal Rules of Procedure, approved by the Board of Directors and available for consultation on the CVM **website as well as Klabin's Investor Relations website.**

Sustainability Committee

- recommend and monitor the adoption of the best standards of sustainable development and the process of implementation and maintenance of such standards in the Company, proposing alterations, updates and improvements in policies, strategies and actions to the Board of Directors, especially with respect to the topics of sustainability, with emphasis on environmental and social responsibility, in order to promote sustainable development and disseminate these practices in all of Klabin's activities and strategic relationships;
- evaluate proposals for creating and joining institutional campaigns related to environmental or social issues;
- evaluate and provide the necessary support to the preparation of reports related to the sustainability topic developed by the Company itself;
- evaluate and recommend to the Board of Directors training programs and tools aimed at disseminating knowledge and stimulating awareness of sustainability-related topics and practices;
- examine market opportunities or new business formats to strengthen the Company's sustainable growth strategy;
- advise the Company's Board of Directors in all aspects related to sustainability, including suggestions for actions to develop and strengthen support for sustainable development;
- drive the adoption of waste management programs, stimulus to small producers, and other sustainable development programs.

Main deliberations of the Board of Directors in 2021

In 24 Board of Directors meetings held in 2021, the following resolutions stand out:

- Approval of the revision to the Risk Policy, under the governing principle of aligning the Company's strategic objectives and its structure with the best market practices, and the Responsibilities Policy, which establishes parameters for the delegation of authority and levels of competence for approval of the Company's ordinary management acts.
- Approval of the supplementation of the investment budget for application in 23 special projects of high and rapid return, with part of the amount disbursed in 2021, which will accelerate the Company's deleveraging in its growth cycle, besides adding high value generation.
- Approval of the revision to Klabin's Code of Conduct in order to promote greater adherence to new legislation and internal guidelines and also to the new topics that started to be discussed in the corporate environment and in the sector.
- Election of the members to make up the advisory committees to the Board of Directors, created in 2020: People Committee, Audit and Related Parties Committee, and Sustainability Committee.
- Approval of the scope of the second stage of the Puma II Project, for the installation of a card machine (PM28), expected to come online in 2Q23, focused on serving the paperboard market and with a capacity of 460,000 tons per year.

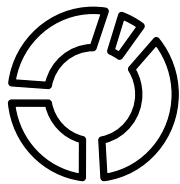
MAIN HIGHLIGHTS OF THE COMMITTEES IN 2021



Audit and Related Parties Committee

17 meetings held

- Quarterly Results
- Internal Controls Charter
- Risk Policy Update
- Recommendation for choosing a new External Auditor
- Update to the Risk Map and related initiatives



Sustainability Committee

10 meetings held

- Sustainability activities and challenges
- Information on Klabin's ESG Initiatives
- Water scarcity: monitoring in the units and potential impacts on operations
- Klabin's Vision of Forest Assets and Carbon Balance
- Sustainability and Investment risks



People Committee

9 meetings held

- Global compensation for Management
- Individual targets for directors and Compensation Plan for executives
- Performance cycle and succession mapping
- LTI for all
- Creation of new boards
- Consulting recommendation for the Board of Directors Evaluation

Financial Statements and destination of 2021 net profit

In the Management Proposal, Klabin seeks to approve its financial statements for the fiscal year 2021.

The Management Report and the Company's Financial Statements for the fiscal year ending December 31, 2021 were published in the newspapers Diário Oficial do Estado de São Paulo and Valor Econômico, on February 9, 2022, and are available at the electronic addresses of the Brazilian Securities and Exchange Commission – **CVM**, **B3 S.A.** and **Klabin**.



Consolidated Income Statement



Balance Sheet



Cash Flow



Earnings Release



Further clarification can be requested by phone at **+55 (11) 3046-8401** or **3046-8404** or by **email** (invest@klabin.com.br).

Election of the members of the Board of Directors

The controlling shareholders propose that the composition of the Board of Directors (term in effect until the Annual General Meeting to deliberate on the financial statements for the fiscal year ending December 31, 2022) be as follows:

- 13 effective members and an equal number of alternates, based on the assumption that 1 (one) member of the Board of Directors will be elected in a separate election, as in previous years, with at least 25% of the directors being independent, according to the Regulation of B3's Level 2 of Governance. In fiscal year 2021, the Company had 5 (five) independent members.
- The controlling shareholders preserve the right to amend their proposal, including during the work of the Extraordinary General Meeting, in order to increase the number of members of the Board of Directors in the event of adoption of the multiple vote or separate election, always observing the maximum limit established in Article 17 of the Bylaws and the provisions of Article 141, Paragraph 7 of Law 6.404/76.

CANDIDATES TO THE BOARD OF DIRECTORS

For the proposed vacancies, the controlling shareholders appointed a slate composed of the following members, who, if elected, will serve a term of office until the Annual Shareholders' Meeting that will approve the accounts for the fiscal year ending on December 31, 2022:

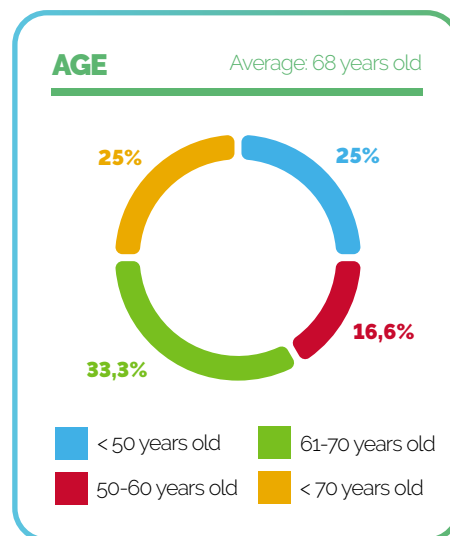
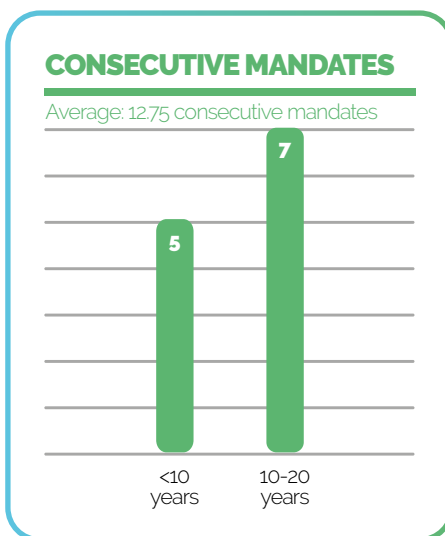
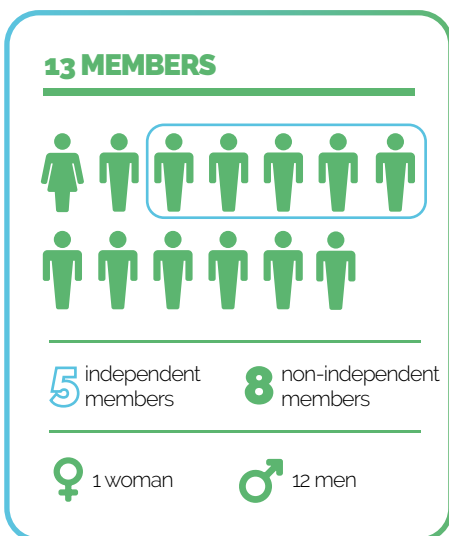
Full Members	Alternate Members
Alberto Klabin	Dan Klabin
Daniel Miguel Klabin	Amanda Klabin Tkacz
Wolff Klabin	José Klabin
Vera Lafer	Antonio Sergio Alfano
Francisco Lafer Pati	Vera Lafer Lorch Cury
Horacio Lafer Piva	Francisco Amaury Olsen
Paulo Sérgio Coutinho Galvão Filho	Maria Eugênia Lafer Galvão
Roberto Klabin Martins Xavier	Lilia Klabin Levine
Celso Lafer	Reinoldo Poernbacher
Roberto Luiz Leme Klabin	Marcelo Bertini de Rezende Barbosa
Sergio Francisco Monteiro de Carvalho Guimarães	Joaquim Pedro Monteiro de Carvalho Collor de Mello
Camilo Marcantonio Junior	Ruan Alves Pires

Minority shareholders nominated an alternative slate, appointing Isabella Saboya de Albuquerque, as effective, and Andriei José Beber, as alternate, to run in the election of the Board of Directors. Full information can be found in the [Notices to Shareholders](#).

Full Members	Alternate Members
Daniel Miguel Klabin	Amanda Klabin Tkacz
Wolff Klabin	José Klabin
Vera Lafer	Antonio Sergio Alfano
Francisco Lafer Pati	Vera Lafer Lorch Cury
Horacio Lafer Piva	Francisco Amaury Olsen
Paulo Sérgio Coutinho Galvão Filho	Maria Eugênia Lafer Galvão
Roberto Klabin Martins Xavier	Lilia Klabin Levine
Celso Lafer	Reinoldo Poernbacher
Roberto Luiz Leme Klabin	Marcelo Bertini de Rezende Barbosa
Sergio Francisco Monteiro de Carvalho Guimarães	Joaquim Pedro Monteiro de Carvalho Collor de Mello
Camilo Marcantonio Junior	Ruan Alves Pires
Isabella Saboya de Albuquerque	Andriei José Beber

The shareholder Luiz Barsi Filho appointed Mauro Gentile Rodrigues da Cunha and Tiago Curi Isaac to run, respectively, for the positions of effective member and alternate member of the Board of Directors, in an eventual separate election in which the minority shareholders holding of preferred shares issued by the Company, pursuant to art. 141, §4, item II, of Law No. 6,404/76.

PROFILE OF THE INDICATED BOARD*



* Calculation does not include candidates from the alternative slate

CANDIDATES FOR FULL MEMBERS OF THE BOARD OF DIRECTORS

Name	Age	Profession	Other positions or functions in the Company	Nominated by the controlling shareholders	Independent member	Number of consecutive terms, if the Management Proposal is approved
Alberto Klabin	70 years old	Engineer	No	Yes	No	18
Wolff Klabin	48 years old	Entrepreneur	No	Yes	No	3
Daniel Miguel Klabin	92 years old	Engineer	No	Yes	No	19
Vera Lafer	85 years old	Industrial	No	Yes	No	20
Francisco Lafer Pati	48 years old	Lawyer	No	Yes	No	3
Horacio Lafer Piva	64 years old	Economist	Member of the People Committee	Yes	No	5
Paulo Sergio Coutinho Galvão Filho	61 years old	Administrator	No	Yes	No	18
Roberto Klabin Martins Xavier	53 years old	Administrator	No	Yes	No	20
Celso Lafer	80 years old	Lawyer	No	Yes	Yes	20
Roberto Luiz Leme Klabin	66 years old	Lawyer	Member of the Sustainability Committee	Yes	Yes	20
Sergio Francisco Monteiro de Carvalho Guimarães	59 years old	Economist	No	No	Yes	4
Camilo Marcantonio Junior	40 years old	Engineer	No	No	Yes	3
Mauro Gentile Rodrigues da Cunha	50 years old	Consultant	No	No	Yes	3
Isabella Saboya	51 years old	Economist	No	No	Yes	1

CANDIDATES FOR ALTERNATE MEMBERS OF THE BOARD OF DIRECTORS

Name	Age	Profession	Other positions or functions in the Company	Nominated by the controlling shareholders	Independent member	Number of consecutive terms, if the Management Proposal is approved
José Klabin	45 years old	Administrator	Alternate on the Board of Directors since October/2021	No	No	5
Dan Klabin	41 years old	Mechanical Engineer	No	Yes	No	0
Amanda Klabin Tkacz	43 years old	Administrator	Member of the Audit and Related Parties Committee	Yes	No	17
Antonio Sergio Alfano	69 years old	Administrator	No	Yes	No	0
Vera Lafer Lorch Cury	57 years old	Entrepreneur	No	Yes	No	4
Francisco Amaury Olsen	72 years old	Administrator	Member of the People Committee	Yes	Yes	3
Maria Eugênia Lafer Galvão	59 years old	Journalist	No	Yes	No	0
Líliã Klabin Levine	69 years old	Administrator	No	Yes	No	5
Reinoldo Poernbacher	78 years old	Chemical engineer	Member of the Sustainability Committee	Yes	Yes	0
Marcelo Bertini de Rezende Barbosa	58 years old	Economist	No	Yes	Yes	3
Joaquim Pedro Monteiro de Carvalho Collor de Mello	43 years old	Entrepreneur	No	No	Yes	3
Ruan Alves Pires	28 years old	Engineer	No	No	Yes	1
Tiago Curi Isaac	39 years old	Administrator	No	No	Yes	3
Andriei José Beber	48 years old	Engineer	No	No	Yes	1

KEY QUALIFICATIONS AND SKILLS

Klabin's Board is made up of members with academic and professional backgrounds that ensure complementary technical skills and qualifications, vast knowledge of the industry and alignment with the Company's values.

Competence	Experience
People management	Experience in managing people, companies and human resources
Risk management	Experience in identifying corporate risks and implementing risk prevention policies
Accounting, Finance or Auditing	Experience in financial, accounting, or auditing areas, and/or technical training to work in these areas
Legal and Governance	Experience in corporate governance and/or corporate law
Packaging, Paper and Pulp Industry	Experience in the paper, packaging and pulp industry, as well as knowledge of industrial management
Experience in leadership positions	Hold a leadership position within Klabin or other companies

Resumes

Nominated board members

Full members

ALBERTO KLABIN

Education: Mechanical Production Engineering degree from the Pontifícia Universidade Católica of Rio de Janeiro; Psychology degree from the Estácio de Sá University and from the Higher School of War.

Current experience: solid experience as deputy director in Klabin family companies.

Previous experience: relationship manager at Chemical Bank, New York and Banco Norchem S.A., in Rio de Janeiro.

DANIEL MIGUEL KLABIN

Education: Civil Engineer from the Polytechnic School of the Federal University of Rio de Janeiro (UFRJ).

Work at Klabin: He experienced Klabin's main growth cycles as a board member. He chaired the Board of Directors on six occasions (fiscal years 1981, 1987, 1993, 1999, 2005, and 2011).

Current experience: President of Daro Participações S.A., managing partner of Klabin Irmãos & Cia, the Klabin Group's holding company. Member of the Permanent Business Committee of the Ministry of Foreign Affairs. He also holds the following leadership positions in companies and institutions: managing partner of Damaro Comercial Agropecuária Ltda; director of Daram Participações Ltda; member of the Strategic Committee of the Brazil Chapter of the Latin American Business Council (CEAL) and member of the Higher Council and benefactor of the Associação Comercial do Rio de Janeiro (ACRJ) since 2008.

Previous experience: extensive experience in leadership positions. Founder and 1st President (1998) of the Brazilian Center for International Relations (CEBRI), and is currently chair emeritus and member of the institution's Board of Trustees.

Other relevant information: Doctor honoris causa of the Brazilian Academy of Philosophy, an institution that defends freedom of thought and expression, debating ideas, democracy, and the rule of law.

WOLFF KLABIN

Chairman of the Board of Directors at Klabin S.A. since October/2021. Served as an alternate member of the Board of Directors since 2019, and was also an alternate from 2001 to 2012.

Education: graduated from Harvard University (1992-1996); attended OPM 43 (Owner President Management) at Harvard Business School (2011-2013), one of the world's most prestigious schools for training great entrepreneurs and global leaders.

Current experience: founding partner of 4K Investimentos asset management firm since 2013 and founder of Alexia Ventures, a Venture Capital fund, in 2019.

Previous experience: began his career in the mergers and acquisitions area at Banco JP Morgan. Partner at Jardim Botânico Investimentos asset management company.

Other relevant information: cofounder of social organizations – Prep Estudar Fora of Fundação Estudar; RenovaBR and Movimento União Rio. Also a board member of Escola ORT Brasil, the David Rockefeller Center for Latin American Studies at Harvard University, and Igarapé Institute.

VERA LAFER

Current experience: shareholder and director at VFV Participações S.A., managing partner of Klabin Irmãos & Cia., the Klabin Group's holding company. She is also a director and shareholder in the following ventures: VL Participações Ltda., Novo Horizonte Agropecuária Ltda., VEMI Participações Ltda., Kla Gama.

Previous experience: A renowned ballerina, she stands out for her work in supporting culture, the arts, and education. Co-founder of Studio3 Espaço de Dança, a ballet training and development school.

Other relevant information: at Espaço Cultural Vera Lafer, in Telêmaco Borba, Parana, the Passo Certo program, held in partnership with Studio3, teaches contemporary dance and capoeira to children and teenagers from the community and children of Klabin employees from 6 to 17 years old. Her many public recognitions include being honored by the São Paulo City Council for her social work.

FRANCISCO LAFER PATI

Education: Bachelor's degree in law and philosophy from Pontifícia Universidade Católica de São Paulo; postgraduate degree in corporate law from Fundação Getulio Vargas.

Current experience: shareholder and director of VFV Participações S.A., managing partner of Klabin Irmãos & Cia., the Klabin Group's holding company.

Previous experience: Experience in civil, corporate, and contract litigation.

Other relevant information: director of a company focused on audiovisual communication activities.

HORACIO LAFER PIVA

Education: Economist and postgraduate in Business Administration from Fundação Getúlio Vargas.

Current experience: shareholder of Klabin Irmãos & Cia., holding of the Klabin Group.

Previous experience: he was president of FIESP/CIESP, SESI/SENAI, SEBRAE – SP and the Thematic Council of Economics of CNI – National Confederation of Industry. He was a member of the Solidarity Community Program of the Fernando Henrique Cardoso government and of the CDES – Economic and Social Development Council of the Lula government. He served as president of BRACELPA – Brazilian Pulp and Paper Association, of the Council of AACD – Association for Assistance to Disabled Children, of DNA Brazil Institute. He also participated in the Board of Directors of Redecard S/A, Martins S/A, BHG S/A, Tarpon S/A, TCP S/A, of the São Paulo Research Foundation (FAPESP), of AC Camargo Cancer Center, of the Biennial Foundation. He presides over the Board of Brain4Care S/A and of the Brazilian Tree Industry (IBÁ).

Other relevant information: member of the Council of Cataratas S/A, of the Baumgart Group, from OSESP Foundation – São Paulo State Symphony Orchestra, EMBRAPPII – Brazilian Company for Industrial Research and Innovation, IEDI – Institute of Industrial Studies, FEK – Ema Klabin Foundation, FFHC – Fernando Henrique Cardoso Foundation, Advisory Boards of Brasilpar (Financial Services) and Brainvest (Wealth Management), and leadership of the Entrepreneurial Mobilization for Innovation (MEI).

PAULO SERGIO COUTINHO GALVÃO FILHO

Education: Bachelor's degree in Business Administration from Pontifícia Universidade Católica de São Paulo; Owner President Management (OPM) at Harvard Business School.

Current experience: Vice President of GL Holdings S.A., managing partner of Klabin Irmãos & Cia., the Klabin Group's holding company. Director of Tantra Participações Ltda., GL Agropecuária Ltda. and Gepel Rural Ltda. He is a shareholder and member of the Board of Directors for Drogasil S.A., the first Brazilian pharmaceutical retail company to have its shares traded on the Stock Exchange and that is currently present in 17 Brazilian states and 600 stores.

Other relevant information: supports cultural initiatives, being a member of the board of Fundação Bienal de São Paulo, the Museu de Arte de São Paulo, and an individual patron at the Pinacoteca de São Paulo.

ROBERTO KLABIN MARTINS XAVIER

Education: Bachelor's degree in Business Administration from Pontifícia Universidade Católica de São Paulo; Master's in Business Administration from Business School São Paulo; family business management course from Universidad Adolfo Ibáñez in Chile and finance from New York University.

Current experience: shareholder and director at LKL Participações S.A and Esli Participações S.A.; managing partner of Klabin Irmãos & Cia., the Klabin Group's holding company. Director and shareholder of Levine Participações S.A.

Other relevant information: supports and fosters social initiatives focused on education, sports, and citizenship.

CELSO LAFER

Education: PhD in Political Science from Cornell University (USA).

Current experience: jurist, human rights scholar, specialist in international relations and foreign trade. Currently chairs Fundação Ema Klabin, the Deliberative Council of the Museu Lasar Segall, and the Editorial Board of the magazine Política Externa. He is a member of the Advisory Board for Associação Pinacoteca Arte e Cultura in São Paulo.

Previous experience: in 1992, he was Minister of Foreign Affairs and ex-officio vice-president of the UN Conference on Environment and Development, Rio-92. During his second term at Itamaraty (2001-2002), he led the Brazilian delegation to the Ministerial Conference of the World Trade Organization (WTO) in Doha. Minister of Development, Industry and Trade (1999) and Chief Ambassador of Brazil's Permanent Mission to the United Nations and the World Trade Organization in Geneva (1995-1998). In 1996, he chaired the WTO Dispute Settlement Body and, in 1997, the WTO General Council. Chairman of the Board of Directors for Metal Leve S.A. Industry and Commerce (1993-1995), member of the Board of Directors for the São Paulo Symphony Orchestra (OSESF) Foundation (2005-2011), and president of the São Paulo Research Foundation (FAPESP).

Other relevant information: Professor Emeritus of the International Relations Institute of the University of São Paulo (IRI-USP), where he taught as full professor of the Philosophy and General Theory of Law Department of the USP Law School until 2011. He is a member of the Brazilian Academy of Letters and the Brazilian Academy of Sciences.

Author of several books, including: *A reconstrução dos direitos humanos, um diálogo com o pensamento de Hannah Arendt* (1988); *Comércio, desarmamento, direitos humanos – reflexões sobre uma experiência diplomática* (1999); *A internacionalização dos direitos humanos: Constituição, racismo e relações internacionais* (2005), co-authored with Alberto Filippi. He has received, among several others, the following honors: doctor honoris causa from Universidad Nacional de Tres de Febrero (UNTREF), in Argentina (2011) and from Université Jean Moulin Lyon 3, in France (2012); Honorary Fellow of the Hebrew University of Jerusalem (2006); Moinho Santista Award from the Bunge Foundation in the area of International Relations (2001). In 2006, he held the chair in "Countries and Cultures of the South" of the John W. Kluge Center at the U.S. Library of Congress.

ROBERTO LUIZ LEME KLABIN

Education: Law degree from the Largo de São Francisco School of Law, University of São Paulo (USP); specialization in Business Administration from Mackenzie Presbyterian University; graduated from Harvard through the OPM 31 (Owner President Management) program.

Current experience: managing partner of the following companies: KL & KL Participações Ltda; RK Hotéis e Turismo and Caiman Agropecuária Ltda. A prominent environmentalist, he is currently Vice President of the SOS Mata Atlântica Foundation and Instituto SOS Pantanal.

Other relevant information: member of the Board of Directors of the Foundation for Amazon Sustainability (FAS); the Advisory Board of the Brazilian Biodiversity Fund (FUNBIO); the Environmental Advisory Board for the Government of São Paulo; the Management Board of the Onçafari Project; and the Management Board of LIDE (Group of Business Leaders). Member of the Deliberative Council for Hospital Israelita Albert Einstein; the Deliberative Council for the Jewish Museum in São Paulo; Chairman of the Council of the Brazilian Museum of Sculpture and Ecology (MuBE) and Vice President of the Brazilian Luxury Travel Association (BLTA).

SERGIO FRANCISCO MONTEIRO DE CARVALHO GUIMARÃES

Education: Bachelor's degree in economics from Pontifícia Universidade Católica do Rio de Janeiro; MBA from Fordham University (USA) and graduated from the Owner President Management (OPM) program at Harvard Business School.

Current experience: full member of the Board of Directors of Klabin, director and full member of the Board of Directors for Monteiro Aranha, director of Monteiro Aranha Participações Imobiliárias.

Previous experience: director and board member of Charles River Capital, an asset management company.

CAMILO MARCANTONIO JUNIOR

Education: Degree in Electronic Engineering from Instituto Militar de Engenharia; MBA with distinction from Harvard Business School (USA).

Current experience: Investment manager and director of Charles River Capital, an asset management firm of which he is a founding partner. Member of the Board of Directors for BrasilAgro - Companhia Brasileira de Propriedades Agrícolas.

Previous experience: manager at Bain & Company, having worked for eight years in strategy consulting; executive partner for three years at the Astor Group, working in the mergers and acquisitions area.

Other relevant information: Correia Lima medal as first place in the Electronic Engineering class at the Instituto Militar de Engenharia; John L. Loeb award for outstanding performance in Finance at Harvard Business School (USA).

MAURO GENTILE RODRIGUES DA CUNHA

Education: degree in Economics from Pontifícia Universidade Católica do Rio de Janeiro; MBA from the University of Chicago (USA).

Current experience: Chairman of the Board of Directors for Caixa Econômica Federal. He is a member of the Board of Directors and Coordinator of the Audit and Statutory Risk Committee for Eletrobras; member of the Board of Directors, Coordinator of the People and Compensation Committee and member of the Audit Committee for BRMalls Participações S.A.; member of the Board of Directors, the Governance and Nomination Committee and the Audit Committee for Totvs S.A.

Previous experience: from 2012 to August/2019, he was CEO of AMEC (Association of Capital Markets Investors). He was the manager of Opus Investimentos and chairman of the Board of Directors for IBGC (Brazilian Institute of Corporate Governance), besides having worked in several investment banks and consulting firms.

ISABELLA SABOYA

Education: Economist from PUC-RJ.

Current experiences: Board Member at Brasil Agro; Advisory Board Member at Artha Educação Ltda; member of the Executive Committee of the Brazilian Stewardship Code and of the Stewardship Code Implementation Working Group.

Previous experience: Board Member of Vale SA, Coordinator of the Audit Committee of Vale SA, Board of Directors of Wiz Soluções e Corretagem de Seguros SA, member of the Compensation and People Committee and coordinator of the Transactions with Related Parties Committee, Management of BR Malls and coordinator of the Audit Committee; Board Member at Dimed/Panvel; partner of Jardim Botânico Investimentos (JBI) and Investidor Profissional; Coordinator of Corporate Governance and Advisor to the President of CVM.

Other relevant information: CFA AIMR Licence 699509; Board of Directors certified by IBGC, ESG Competent Boards certified; Global ESG Competent Boards Certificate Program for Board Members – Competent Boards, Toronto

DAN KLABIN

Formação acadêmica: Bachelor's degree in History from the New York School University, New York (USA)

Experiências atuais: founding partner of Emphyrean Pictures

Outras informações relevantes: one of the producers and creators of the movie “Rio eu te amo”; co-producer and creator of “Bingo King of Mornings” and executive producer of “Sunlight Jr” starring Naomi Watts and Matt Dillon.

Resumes,
Alternate
members

AMANDA KLABIN TKACZ

Education: Degree in Business Administration from IBMEC; OPM (Owners Presidents Management) at Harvard and the Wharton School of Business in the Private Wealth Management course.

Current experience: member of the corporate board and responsible for the strategic positioning of Galt Capital, a consulting firm specializing in the analysis and proposition of investments.

Other relevant information: recognized expertise in strategic business planning, mergers and acquisitions, and risk management.

JOSÉ KLABIN

Elected alternate member of the Board of Directors of Klabin S.A. for the period of 2013-2017 and in October/2021.

Education: Bachelor's degree in Business Administration from Universidade Cândido Mendes.

Current experience: director and member of the investment committee at 4K Investimentos Ltda.; member of the Board of Directors at Aquinor (Aquicultura do Nordeste Ltda) and Cosibra (Companhia de Sisal do Brasil Ltda). Partner and director at Klacapital Consultoria Empresarial Ltda.

ANTONIO SERGIO ALFANO

Previous experience: joined the Klabin conglomerate in 1974, working in the areas of Economic Research, Sales and Marketing. He was Superintendent Director of Klabin Export, CFO of Norske Skog Klabin, companies merged into Klabin S.A, and CFO of Klabin Bacell. Planning Director at Klabin S.A. and CFO and Investor Relations Officer.

VERA LAFER LORCH CURY

Current experience: shareholder of VFV Participações S.A., managing partner of Klabin Irmãos & Cia., the Klabin Group's holding company.

Previous experience: extensive experience in leadership positions, acquired while managing the five companies of which she is a partner. These include Fazenda e Haras Boa Vista Ltda., specialized in agricultural support activities.

FRANCISCO AMAURY OLSEN

Education: degree in Business Administration from the University of Joinville (FURJ); extension course in Business Administration (“Advanced Management”) at the University of Southern California (USA).

Current experience: chairs or serves on several Board support committees, especially in the areas of Audit and Risk, Sustainability, People and Governance, and Related Parties. Partner and owner of Olsen Consultoria, also providing services to major companies in segments such as pulp and paper, ports, mining, wholesale, shopping malls, e-commerce, civil construction, and agriculture. Currently an independent board member at Grupo Rotoplas in Mexico, S&B in Texas, USA, Tigre S.A., Tenda Atacado, Grupo Baumgart, Heads-Agencia de Publicidade, Galvani/Fosnor Fertilizantes, Copersucar, and Chairman of the Board at Zilor Usinas de Açúcar e Etanol.

Previous experience: President of Tigre Tubos e Conexões for 15 years. Since 2007, he has been serving on the Board of Directors of national and international companies such as Tigre, Cerâmica Portobello, Papaiz, Marisol, Unipar Carbocloro, and Estacio.

Other relevant information: founder of the Brazilian Association of Construction Material Manufacturers (Abramat), in São Paulo, and the Trata Brasil Institute.

MARIA EUGÊNIA LAFER GALVÃO

Education: Bachelor's degree in Journalism from Pontifícia Universidade Católica de São Paulo; post-graduate degree in Journalism from Columbia University, NY (USA).

Current experience: director of GL Holdings S.A.; managing partner of Klabin Irmãos & Cia., the Klabin Group's holding company. Director of GL Investimentos e Participações Ltda., GL Agropecuária Ltda and Gepel Rural Ltda.

Other relevant information: coordinator of Instituto Jaborandi, a non-profit organization that develops tailor-made projects for institutions, creating educational designs with the use of educational computing customized for institutions, public education networks, and companies.

LILIA KLABIN LEVINE

Education: Law degree from Mackenzie Presbyterian University; also attended the Escola de Sociologia e Política de São Paulo and the extensive Business Administration course at Fundação Getulio Vargas, in São Paulo.

Current experience: entrepreneur, CEO of LKL Participações S.A. and Esli Participações S.A., managing partner of Klabin Irmãos & Cia., the Klabin Group's holding company. Director of Jack Levine Participações Ltda. and a shareholder of Levine Participações S.A.

Other relevant information: TV show host and interviewer. Supports and encourages Brazilian Popular Music for more than 20 years.

REINOLDO POERNBACHER

Education: Chemical Engineer.

Previous experience: joined Petrobras in 1967. He has worked in the chemical and petrochemical industry. Held management positions at Cia. Química Meacril; Copener (Copene Energética S.A.) and Norcell S.A. From 1994 to 1999, he held management positions at the then Klabin Bacell; Managing Director of the Klabin Forestry Business Unit and Director of the Supply Chain Area at Klabin S.A. General Manager of Klabin S.A. from March 2008 to February 2011.

MARCELO BERTINI DE REZENDE BARBOSA

Education: Degree in Economics and a post-graduate degree in finance from Pontifícia Universidade Católica do Rio de Janeiro, with specialization at Harvard Business School.

Current experience: partner in nine companies in the state of São Paulo.

Previous experience: worked for renowned companies such as IBM Brasil and McKinsey, with experience in Accounting, Finance and Auditing.

Other relevant information: CEO of Cinemark Brasil, and formerly the network's CFO and VP. He is also president of Abraplex (Associação Brasileira das Empresas Exibidoras Cinematográficas, operadoras da Multiplex); member of the strategic committee of the Associação Brasileira de Lojistas de Shopping (Alshop).

JOAQUIM PEDRO MONTEIRO DE CARVALHO COLLOR DE MELLO

Education: Degree in International Relations with a specialization in International Economics from Georgetown University (USA) - magna cum laude. MBA from Harvard Business School (USA).

Current experience: Investor Relations Officer and alternate member of the Board of Directors at Monteiro Aranha. Full member of the Board of Directors at Ultrapar Participações S.A. and alternate member of the Board of Directors at Klabin S.A..

Previous experience: director and board member of Charles River Capital, an asset management company; director of the Astor Group, an American company active in mergers and acquisitions; director of Organizações Arnon de Mello, a communications conglomerate.

RUAN ALVES PIRES

Formação acadêmica: degree in Mechanical and Automotive Engineering from Instituto Militar de Engenharia (IME).

Experiências atuais: partner and analyst at Charles River Capital. He joined Charles River Capital in 2013, where he was Director of Compliance and Risk; he works in equity analysis.

TIAGO CURI ISAAC

Experiências atuais: Bachelor's degree in Administration from Faculdade Trevisan. He attended the Advanced Management Program at Esade Business School; specialization in Competitive Marketing Strategy from the Wharton School of the University of Pennsylvania (USA).

Experiências anteriores: member of the Board of Directors and Audit Committee of several companies and entities, such as: BBM Logística, Mercaprev, Abrasca and ABVCAP. He was director of Capital Markets at B3.

ANDRIEI JOSÉ BEBER

Education: Civil Engineer from the Regional University of Blumenau; Master and Doctor in Engineering from the Federal University of Rio Grande do Sul; MBA from Fundação Getúlio Vargas; Certified Board Member, Audit Committee, Business Performance Monitoring, Advanced for Board Members, Corporate Risk Management, Course for Board Members by the Brazilian Institute of Corporate Governance.

Current experiences: Chairman of the Sustainable Development Committee and Independent (effective) Board Member of Copel; Coordinator of the Audit Committee and Independent (effective) Board Member of Tecnisa; Professor of the FGV Management Postgraduate Program.

Previous experience: Independent Board Member (alternate) of AES São Paulo; Board Member of Centrais Elétricas de Santa Catarina/CELESC SA; Coordinator of the Postgraduate Course in Building Maintenance at the University of Vale do Itajaí.

Other relevant information: Analysis of the technical feasibility of research and technological development projects submitted to funding agencies: National Council for Scientific and Technological Development/CNPq, Fundação de Amparo à Pesquisa do Estado do Rio Grande do Sul/FAPERGS and Support Fund for Undergraduate Teaching/UFSC.

Election of Audit Committee members

The Audit Committee works on a permanent basis, and is composed of at least three and at most five full members and an equal number of alternates.

It is responsible for appraising the financial statements and quarterly trial balances, issuing opinions on management’s proposals to be submitted to the General Meeting, such as issuing debentures, distributing dividends, and incorporations.

To compose the Fiscal Council in its next term, to be concluded at the Annual General Meeting that will approve the financial statements for the 2022 fiscal year, the controlling shareholders nominated the slate composed of the following candidates:

Full Members	Alternate Members
João Adamo Júnior	Vivian do Valle Souza Leão Mikuia
João Alfredo Dias Lins	Antônio Marcos Vieira Santos
Raul Ricardo Paciello	Felipe Hatem
Louise Barsi	Tiago Brasil Rocha

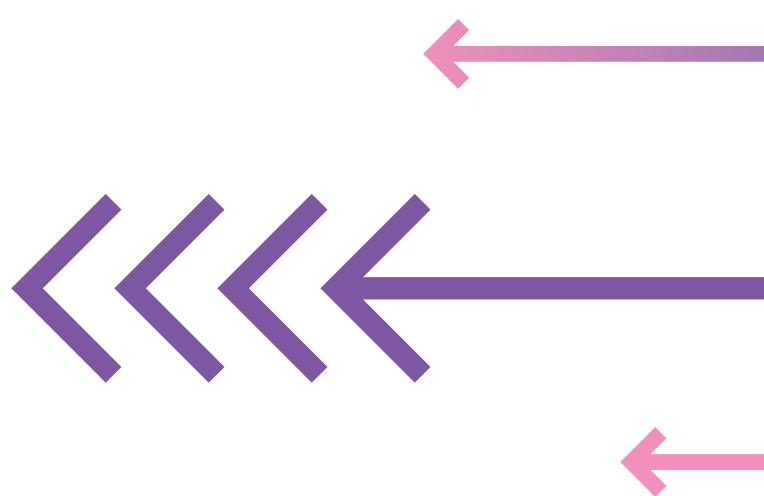
The shareholder Luiz Barsi Filho nominated Louise Barsi, as effective, and Tiago Brasil Rocha, as alternate, to run for the seat in the separate election in which the holders of preferred shares vote. Minority shareholders nominated Maurício Aquino Halewicz, as effective, and Michele da Silva Gonsales Torres, as alternate, to run in the separate election of the Fiscal Council in which minority shareholders holding common shares vote, pursuant to art. 161, §4, item “a”, of Law 6,404/76. Full information can be found in the **Notices to Shareholder**.

Membros efetivos	Membros suplentes
Louise Barsi	Tiago Brasil Rocha
Maurício Aquino Halewicz	Michele da Silva Gonsales Torres

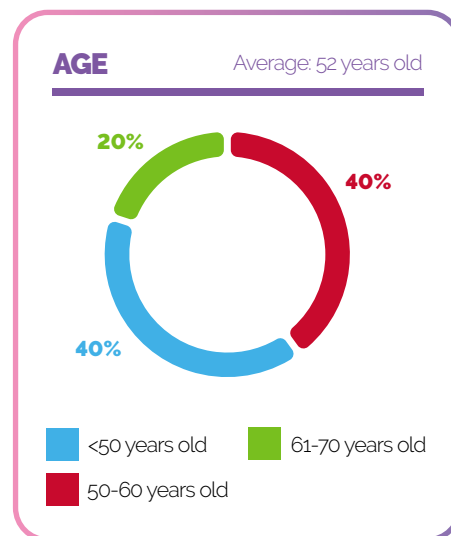
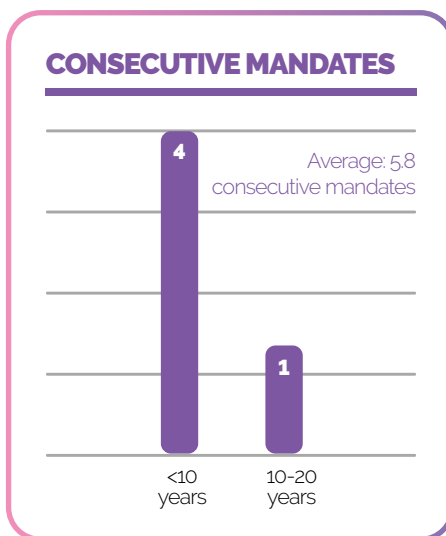
Art. 161, paragraph 4, item ‘a’, of the Brazilian Corporation Law (LSA) ensures the separate election of one full member of the Audit Committee and his respective alternate to holders of non-voting preferred shares, or with restricted voting rights; and minority shareholders, provided they represent, as a whole, 10% or more of the voting shares.

HIGHLIGHTS OF THE AUDIT COMMITTEE

Each of the candidates on the controlling shareholders’ slate has individually declared that he or she has no criminal convictions, no administrative convictions at the CVM, and no other judicial or administrative convictions that have suspended or disqualified him or her from practicing any professional or commercial activity.



PROFILE OF THE INDICATED BOARD*



* Considers indicated as effective candidates

CANDIDATES FOR FULL MEMBERS OF THE AUDIT COMMITTEE

Name	Age	Profession	Other positions or functions in the Company	Nominated by the controlling shareholders	Independent member	Number of consecutive terms, if the Management Proposal is approved
João Adamo Junior	52 years old	Lawyer	No	Yes	No	5
João Alfredo Dias Lins	81 years old	Accountant	No	Yes	No	18
Raul Ricardo Paciello	55 years old	Economist	No	No	Yes	3
Louise Barsi	27 years old	Economist and Accountant	No	No	Yes	2
Mauricio Aquino Halewicz	48 years old	Accountant	No	No	Yes	1

CANDIDATES FOR ALTERNATE MEMBERS OF THE AUDIT COMMITTEE

Name	Age	Profession	Other positions or functions in the Company	Nominated by the controlling shareholders	Independent member	Number of consecutive terms, if the Management Proposal is approved
Vivian do Valle Souza Leão Mikui	59 years old	Lawyer	No	Yes	Yes	0
Antonio Marcos Vieira Santos	57 years old	Economist	No	Yes	No	20
Felipe Hatem	31 years old	Engineer	No	No	Yes	2
Tiago Brasil Rocha	46 years old	Administrator	No	No	Yes	2
Michele da Silva Gonsales Torres	38 years old	Lawyer	No	No	Yes	1

Resumes

Nominated board members

Full members

JOÃO ADAMO JUNIOR

Education: Law degree from the Largo de São Francisco School of Law, USP; Business Administration from FGV-EAESP.

Current experience: CVM manager and member of the Executive and Investment Committee of Cadence Gestora de Recursos.

Previous experience: more than 25 years of experience in the financial market. He has held several management positions in renowned institutions: Vice President of Structured Products at Banco Fenícia, from 1993 to 1997; Head of Structured Products at Deutsche Bank from 1997 to 2000; founder of the joint venture Maxblue DTVM between Deutsche Bank and Banco do Brasil, where he acted as CEO; Deputy Head of the Wealth Management products platform at UBS São Paulo from 2003 to 2007. In 2006, he also acted as senior executive in the integration of Banco Pactual with the UBS global platform; CEO of Vision Brazil Investments in 2007; director and member of the executive committee of Mainstay Asset Management and member of the Audit Committee at Net, between 2012 and 2013. Founding partner of More Invest Gestora de Recursos.

JOÃO ALFREDO DIAS LINS

Education: Degree in Accounting Sciences from Faculdade de Ciências Contábeis e Administrativas Moraes Junior, Rio de Janeiro (RJ).

Current experience: Member of the Audit Committee for Klabin S.A. since January 13, 1981; Vice President of the Curator Council of Fundação Getulio Vargas. Chairman of the Audit Committee for the Brazilian Foundation for Sustainable Development (FBDS).

Previous experience: joined the external audit firm Price Waterhouse & Peat, now PriceWaterhouseCoopers, in 1962, from where he left in April 1971 as Audit Manager. He joined Klabin Irmãos & Cia. in May of the same year, and left in December 1980 to work as a business consultant.

Other relevant information: In 1988, he attended the Advanced Management Programme, taught by Institut Européen d'Administration des Affaires – INSEAD, in Fontainebleau, France.

RAUL RICARDO PACIELLO

Education: degree in Economics from UGF; Master's in Administration and MBA in Corporate Finance from IBMEC; Post-graduate degree in Economic Engineering and Industrial Administration from the National School of Engineering at UFRJ.

Current experience: member of the Audit Committee at Klabin; manager of Governance, Risk and Compliance at Monteiro Aranha.

Previous experience: Director of Risk, Compliance and PLD at Charles River Asset Management; Chief Financial Officer of EMI Music, a British phonographic company. He has held several management, planning and control positions in different multinational companies from various sectors, such as Packaging, Oil and Gas, Technology, Personal Care, and Tobacco.

Resumes, Alternate members

LOUISE BARSÍ

Education: degree in Economics from Mackenzie Presbyterian University and in Accounting from Fundação Escola de Comércio Álvares Penteado; post-graduate degree in Capital Markets and is currently taking a post-MBA at Saint Paul Business School in the Advanced Boardroom Program for Women.

Current experience: Member of the Audit Committee at Klabin and Banco Santander; Alternate Member of the Board of Directors at Unipar Carbochloro S.A. and Member of the Board of Directors at Eternit S.A.

MAURICIO AQUINO HALEWICZ

Education: degree in Accounting from the Federal University of Rio Grande do Sul and in Economic Engineering from Mackenzie Presbyterian University. He has an MBA in Corporate Finance from Fundação Getúlio Vargas; post-graduate degree in Economic Engineering from Mackenzie Presbyterian University; specialization in administration from the University of Virginia (Darden School of Business Administration - USA).

Current Experiences: Chief Financial Officer for Latin America at CountouGlobal – global energy player

Previous experience: Chairman of the Audit Committee at Fibria Celulose S.A.; alternate member of the Audit Committee at Eneva S/A (electric power generation sector); Chief Financial Officer since November 2012 of SPIC Pacific Hydro Energias do Brasil Ltda. (clean energy sector). He also served at Fibria Celulose S.A. between 2009 and 2013 as an alternate member of the Board of Directors and the Audit and Risk Committee. He held the positions of Investor Relations Officer, Controllershship Officer and Corporate Controllershship Superintendent at Rede Energia S.A. (a publicly-held company in the energy sector).

VIVIAN DO VALLE SOUZA LEÃO MIKUI

Education: Bachelor of Law from Faculdades Metropolitanas Unidas – FMU (1988); Bachelor of Business Administration from Mackenzie Presbyterian University (1998).

Current experience: alternate member of Klabin's Board of Directors; partner at the law firm Leão e Tohmé Advogados Associados for 15 years.

Previous experience: served on the Audit Committee of Klabin S.A., both as a full member and as an alternate.

ANTONIO MARCOS VIEIRA SANTOS

Education: degree in Economics from São Judas Tadeu University, in São Paulo.

Current experience: Member of the Audit Committee at Klabin S.A., since April 1998.

Previous experience: worked in the accounting area since 1985 and in the financial area for approximately 15 years, having held intermediate and senior positions in companies such as Siemens and McCann Erickson Publicidade.

FELIPE HATEM

Education: Chartered Financial Analyst (CFA) certification; degree in Production Engineering from the Federal University of Rio de Janeiro (UFRJ).

Current experience: partner and Director of Risk, Compliance and PLD at Charles River Capital, an independent asset management firm, which he joined in 2016 to work in the equity analysis area.

Previous experience: analyst for asset management companies Vinci Partners and BBM Investimentos.

TIAGO BRASIL ROCHA

Education: degree in Business Administration from Mackenzie Presbyterian University, post-graduate degree in Economics from the University of São Paulo, Master's in Business Administration from Fundação Getulio Vargas and Executive MBA from Oxford University – St. Catherine's College.

Current experience: Event partner of Greentech Latin America with the Green Innovation Group (Denmark) and head of the Alumni of Said Business School – Oxford University in Brazil.

Previous experience: financial and investor relations executive at Suzano Papel e Celulose and Suzano Petroquímica (2000-2004), Kimberly Clark Corporation in Brazil and Global Headquarters in the United States (2004-2012), Klabin S.A (2012-2018). Member of the Board of Directors of Gotchosen Inc – Orlando (2019). Founder of Build from Scratch, a company focused on new technology growth – scale up and sustainable finance.

MICHELE DA SILVA GONSALES TORRES

Education: Law degree; specialized in Corporate Law at Mackenzie Presbyterian University.

Current experiences: Partner at ALFM Advogados

Previous experience: experience in Corporate Governance, Compliance, Legal Department management, Risk assessment and management; analysis, drafting and management of various contracts; corporate; legal strategic planning for business structuring; structuring operations involving Equity Investment Funds; structuring operations involving real estate ventures; drafting of expert legal opinions – compliance, corporate law and capital markets. Member of the Compliance Commission of the Institute of Lawyers of SP (IASP), the Compliance Commission of the Brazilian Bar Association-OAB/SP, Audit Committee at Cemig (2018-2019) and at Light since 2019.

Deliberation on the annual compensation of management and members of the Audit Committee for 2022

GLOBAL COMPENSATION FOR MANAGEMENT

Pursuant to article 12, item I, of Instruction 481, we hereby present the proposal for the annual and global compensation for the members of the Board of Directors, the Statutory Executive Board and individual for members of the Company's Audit Committee, which was approved by the Board of Directors during its meeting held on February 8, 2022.

Thus, for the fiscal year ending December 31, 2022, we propose as remuneration (a) for management a global amount of up to BRL 71,364,590.00 (seventy one million, three hundred and sixty four thousand, five hundred and ninety Brazilian reais); and (b) for the members of the audit committee a global amount of up to BRL 2,001,827 (two million, one thousand, eight hundred and twenty-seven Brazilian reais).

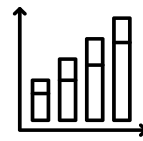
The Global Compensation for Management includes the amounts referring to salary/pro-labore, benefits, and variable compensation recognized in the Company's results, leaving it up to the Company's Board of Directors to set individual compensation and, if applicable, to grant representation allowances and benefits of any nature, as per article 152 of the Brazilian Corporation Law (LSA).

Management clarifies that Management's Global Compensation was determined in light of the great experience of the managers and the high degree of knowledge required in relation to the Company's activities and operations, having also considered their solid reputation in the market, as well as the need to maintain and appreciate individual talents in the Company, inserted in an increasingly competitive market.

As for the compensation to be attributed to the Audit Committee, it will not be less, for each member, than 10% (ten percent) of the average that is attributed to each statutory executive board director of the Company, not including benefits, representation allowances and profit sharing, as per article 162, paragraph 3 of the LSA.

COMPENSATION PRACTICES

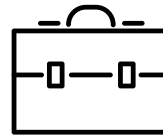
The compensation practices at Klabin have the following objectives:



Obtain the alignment of managers and employees with the Company's strategy;



Adequately reward our managers and employees through competitive compensation compared to the selected market;



Attract, maintain and recognize high performance professionals, stimulating a meritocratic culture; and



Reflect short- and long-term results, as well as the individual performance of managers and employees.

The Company's compensation plan and the global compensation of management and of the members of the Audit Committee are reviewed by the Board of Directors and forwarded for approval by the General Meeting, at which time the annual amount that will be used for the global compensation of its managers (Board Members and Statutory Officers) is also fixed.

We rely on the support of Korn Ferry do Brasil, a specialized consulting firm hired to conduct the annual salary survey based on companies with similar characteristics to the Company and recognized in the market for having good management and human resources practices, to analyze the competitiveness of our compensation practices against the selected market.

Deliveries, skills, performance, potential and salary position, subsidized by market research, are evaluated when making salary adjustment decisions.

Since October 2020, we have had a People Committee as an advisory body to the Board of Directors, the duties of which include that of examining and discussing the compensation guidelines for the members of the Executive Board to be submitted to the Board of Directors, including the compensation criteria (fixed and variable), benefits and other recognition or award programs, taking into account the best market practices.

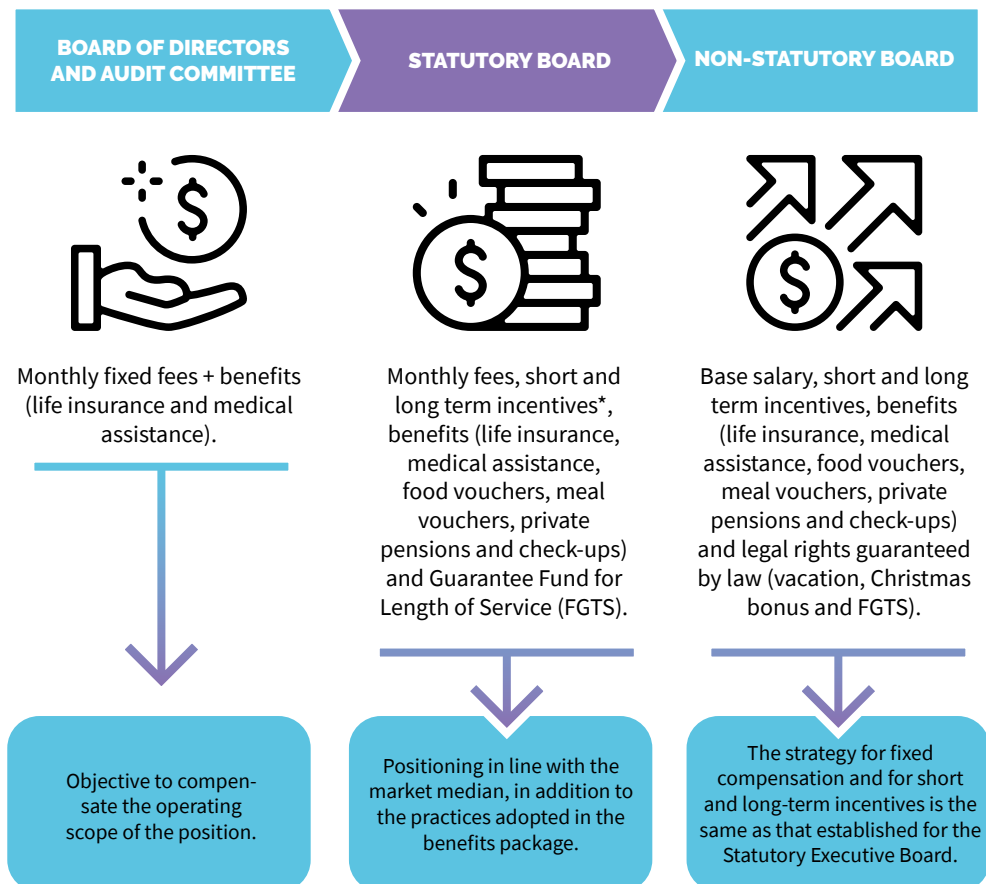
ALIGNMENT WITH THE COMPANY’S SHORT-, MEDIUM- AND LONG-TERM INTERESTS

Short term: competitive salaries and a benefits package compatible with the market, making it possible to attract qualified, high-performance professionals.

Medium term: Short-term Incentive Program (STI), which is composed of financial and individual performance indicators, aligned to the company’s strategy.

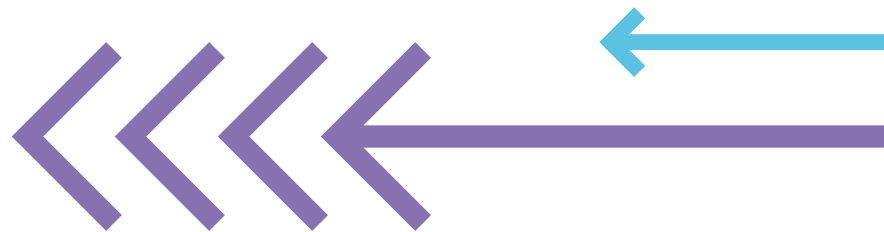
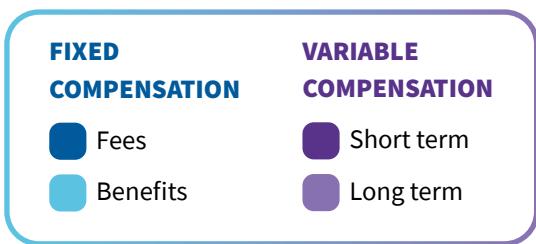
Long term: we strengthen the commitment and convergence of interests between the Company, shareholders, stakeholders and employees, through the LTI Matching and LTI Performance programs, described on [page 57](#).

ELEMENTS OF COMPENSATION



*We adopted indicators for short- and long-term incentives aligned with the strategy and business cycle, allowing greater alignment with shareholders. In comparison with the market where the Company operates, we maintain a position in the 3rd quartile, strengthening the relationship between compensation and Klabın’s healthy and sustainable growth.

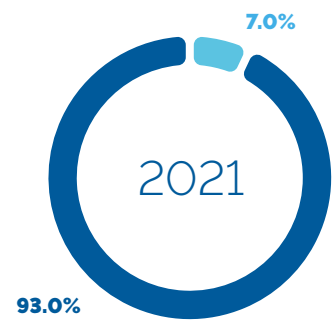
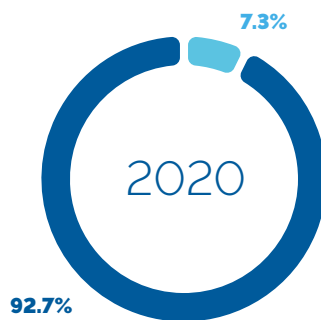
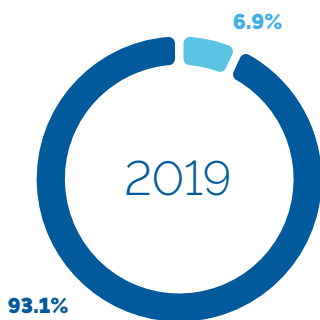
Proportion of each element in the total compensation, in the last 3 years



BOARD OF DIRECTORS

Fiscal year ending December 31, 2019, 2020 and 2021

FIXED COMPENSATION



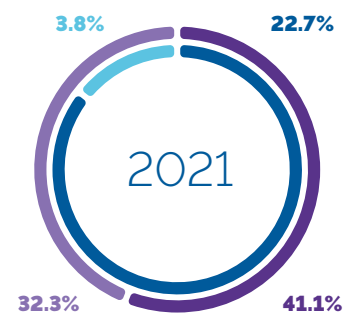
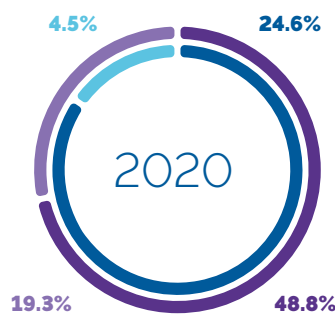
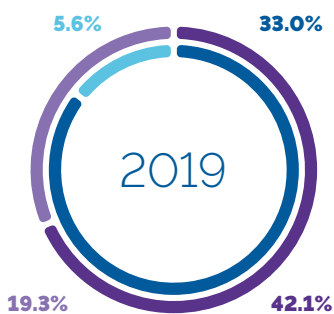
VARIABLE COMPENSATION Short term: 0.00%
Long Term: 0.00%
Total: 100.00%

VARIABLE COMPENSATION Short term: 0.00%
Long Term: 0.00%
Total: 100.00%

VARIABLE COMPENSATION Short term: 0.00%
Long Term: 0.00%
Total: 100.00%

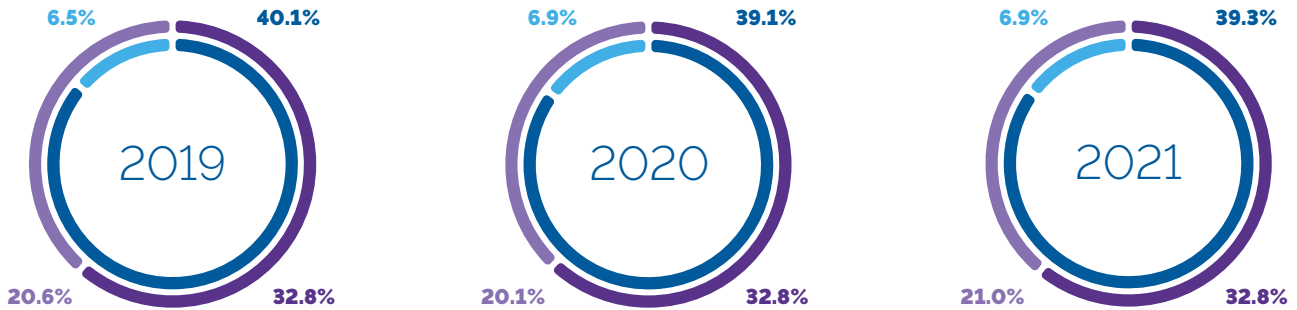
STATUTORY BOARD

Fiscal year ending December 31, 2019, 2020 and 2021



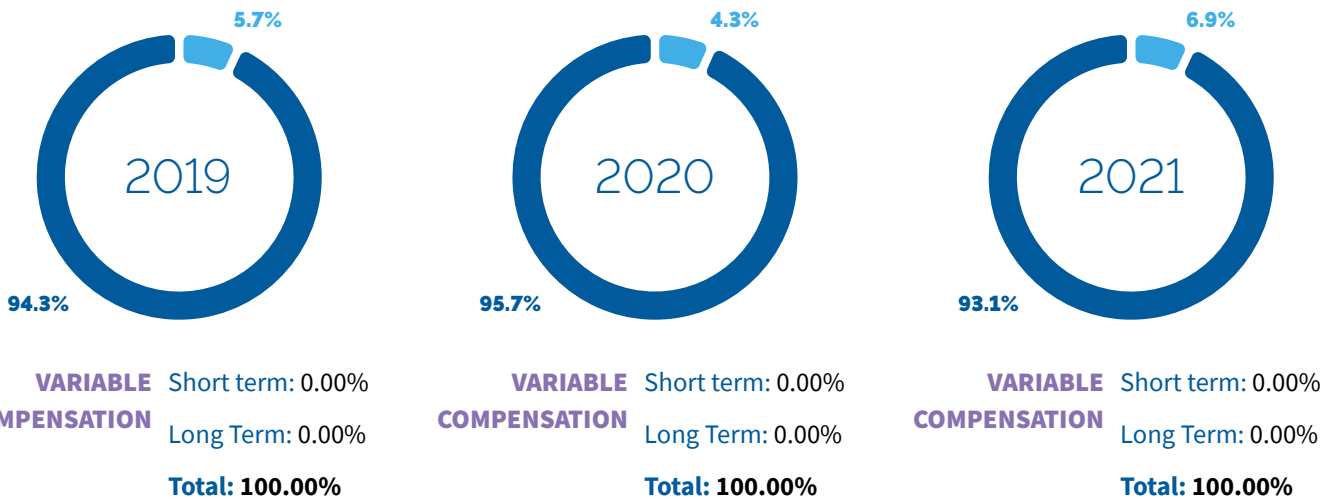
NON-STATUTORY BOARD

Fiscal year ending December 31, 2019, 2020 and 2021



AUDIT COMMITTEE *Fiscal year ending December 31, 2019, 2020 and 2021*

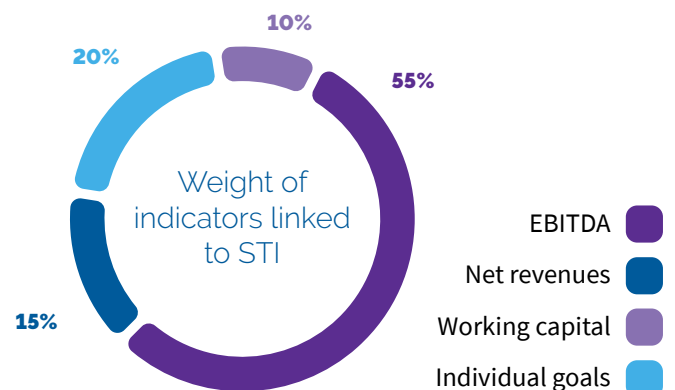
FIXED COMPENSATION



Performance indicators considered in the compensation

STI: the parameters we use in the short-term incentive are financial performance indicators (EBITDA, Net Revenue, Working Capital) and individual targets (for example, fixed cost, production volume, sales volume, quality, environmental indexes, diversity, safety, among others) contracted at the beginning of each year, which measure the performance of each executive.

Goals achievement is measured at the end of each year. The STI payment can range from 0% to 150%, with 100% being target compliance.



LTI: long-term incentive, with two programs that aim to stimulate the results and align the interests of the participants with those of the Company's shareholders: LTI Matching and LTI Performance.

LTI Matching: Unit-based program (KLBN11) with three-year vesting. The performance indicator is linked to the Company's operational performance and value generation. Starting in 2016, our managers became eligible for this program, and in 2018, it also included coordinators and specialists. The proposal is to extend the program to all Klabin employees in 2022.

LTI Performance: program with the objective of strengthening the alignment with the Company's and Shareholders' strategies, conditioning its receipt to the achievement of a performance target – the TSR (Total Shareholder Return) X Cost of Equity (Ke²).

The target amount corresponds to 30% of the short-term variable compensation target of each Statutory and Executive Director and 40% of the General Director, based on the fees in effect in January of the fiscal year. This target amount is converted into "Virtual Units", considering the average price of the last 30 trading sessions of the year prior to the plan in effect.

The plan has a duration of 5 years and its receipt is conditioned to the achievement of performance targets after this five-year period (vesting), as well as the permanence of the executive at Klabin.

Once the performance target is reached, the executive will still be entitled to the equivalent amount of dividends and/or interest on equity distributed by Klabin S.A. to the shareholders throughout the vesting period.

These amounts are also converted into "Virtual Units" over these five years and accumulated in an escrow account. Once this period has elapsed, in addition to determining fulfillment of the performance indicator, a discretionary assessment is made by the Board of Directors, in which it may be modulated, increased or reduced by up to 10% on the final result, with the intention of mitigating exogenous impacts.

For the purposes of paying the LTI Performance, provided that the performance target is reached, the total number of "Virtual units" referring to each Plan will be converted into amounts at the Unit price (KLBN11), considering the average of the last 30 trading sessions prior to the closing of the plan. Until 2021, the payment to the executive was made as a Bonus and, as of 2022, it may be in Units, subject to possible meeting approval, if applicable.

There is no compensation or benefits linked to the occurrence of a corporate event. However, under the Company's long-term incentive, in the event of a change of control, there will be an anticipation of the vesting period of both LTI programs, releasing, in the case of the LTI Matching, the executive from granting the right of first refusal to the Company for the Units acquired and anticipating the transfer of ownership of the Units linked to the usufruct.

COMPENSATION GOVERNANCE

The annual amount that will be used for the global compensation of management (board members and statutory directors) and members of the Audit Committee is approved at the Annual General Meeting of Shareholders. The People Committee is responsible, among other functions, for evaluating the Executive Board's proposal on the amount of the global compensation for management and member of the Audit Committee to be submitted to the Board of Directors, as well as evaluating the compensation model for the directors to be submitted to the body.

The Board of Directors evaluates the Company's compensation practice on an annual basis.

Total compensation set forth for the Fiscal Year ending December 31, 2022 – Annual Amounts

(in BRL)	Board of Directors	Statutory Board	Audit Committee	Total
No. of members	13	4	5	22
No. of compensated members	13	4	5	22
Annual fixed compensation				
Salary or pro-labore	BRL 12,202,765	BRL 9,025,821	BRL 1,660,945	BRL 22,889,531
Direct and indirect benefits	BRL 1,251,809	BRL 1,596,472	BRL 340,882	BRL 3,189,163
Participation in committees	BRL 1,080,000	0.00	0.00	BRL 1,080,000
Others	0.00	0.00	0.00	0.00
Description of other fixed compensation				
Variable compensation				
Bonus	0.00	BRL 26,816,499	0.00	BRL 26,816,499
Profit sharing	0.00	0.00	0.00	0.00
Participation in meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Others	0.00	0.00	0.00	0.00
Description of other variable compensation	0.00	0.00	0.00	0.00
Post-employment	0.00	0.00	0.00	0.00
Termination of office	0.00	0.00	0.00	0.00
Share-based	0.00	BRL 19,391,225.36	0.00	BRL 19,391,225.36
Note	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	
Total compensation	BRL 14,534,574	BRL 57,503,438	BRL 2,001,827	BRL 74,039,839

Total compensation for the Fiscal Year ending December 31, 2021 – Annual Amounts				
(in BRL)	Board of Directors	Statutory Board	Audit Committee	Total
No. of members	13.00	3.92	5.00	21.92
No. of compensated members	13.00	3.92	5.00	21.92
Annual fixed compensation				
Salary or pro-labore	BRL 12,202,765	BRL 7,896,108	BRL 1,660,945	BRL 21,759,818
Direct and indirect benefits	BRL 918,185	BRL 1,332,669	BRL 123,449	BRL 2,374,303
Participation in committees	BRL 990,000	0.00	0.00	990,000
Others	0.00	0.00	0.00	0.00
Description of other fixed compensation				
Variable compensation				
Bonus	0.00	BRL 14,268,204	0.00	BRL 14,268,204
Profit sharing	0.00	0.00	0.00	0.00
Participation in meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Others	0.00	0.00	0.00	0.00
Description of other variable compensation				
Post-employment	0.00	0.00	0.00	0.00
Termination of office	0.00	0.00	0.00	0.00
Share-based	0.00	BRL 11,227,185	0.00	BRL 11,227,185
Note	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	
Total compensation	BRL 14,110,950	BRL 34,724,166	BRL 1,784,394	BRL 50,619,510

Total Compensation for the Fiscal Year ending December 31, 2020 – Annual Amounts				
(in BRL)	Board of Directors	Statutory Board	Audit Committee	Total
No. of members	13.58	4	5	22.58
No. of compensated members	13.58	4	5	22.58
Annual fixed compensation				
Salary or pro-labore	BRL 12,708,205.35	BRL 7,321,177.12	BRL 1,660,945.00	BRL 21,690,327.47
Direct and indirect benefits	BRL 1,001,769.90	BRL 1,316,909.90	BRL 74,124.09	BRL 2,392,803.89
Participation in committees	0.00	0.00	0.00	0.00
Others	0.00	0.00	0.00	0.00
Description of other fixed compensation				
Variable compensation				
Bonus	0.00	BRL 14,520,840.81	0.00	BRL 14,520,840.81
Profit sharing	0.00	0.00	0.00	0.00
Participation in meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Others	0.00	0.00	0.00	0.00
Description of other variable compensation				
Post-employment	0.00	0.00	0.00	0.00
Termination of office	0.00	0.00	0.00	0.00
Share-based	0.00	BRL 6,569,818.62	0.00	BRL 6,569,818.62
Note	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	
Total compensation	BRL 13,709,975.25	BRL 29,728,746.45	BRL 1,735,069.09	BRL 45,173,790.79

Total compensation for the Fiscal Year ending December 31, 2019 – Annual Amounts				
(in BRL)	Board of Directors	Statutory Board	Audit Committee	Total
No. of members	13.67	3.42	5.00	22.09
No. of compensated members	13.67	3.42	5.00	22.09
Annual fixed compensation				
Salary or pro-labore	BRL 12,995,923.72	BRL 6,456,229.20	BRL 1,660,949.00	BRL 21,113,101.92
Direct and indirect benefits	BRL 969,876.59	BRL 1,086,620.36	BRL 99,896.30	BRL 2,156,393.25
Participation in committees				
Others	0.00	0.00	0.00	0.00
Description of other fixed compensation				
Variable compensation				
Bonus	0.00	BRL 8,244,559.78	0.00	BRL 8,244,559.78
Profit sharing	0.00	0.00	0.00	0.00
Participation in meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Others	0.00	0.00	0.00	0.00
Description of other variable compensation				
Post-employment	0.00	0.00	0.00	0.00
Termination of office	0.00	0.00	0.00	0.00
Share-based	0.00	BRL 3,774,601.56	0.00	BRL 3,774,601.56
Note	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	The number of members of the Board of Directors, Audit Committee and the Company's Statutory Board was calculated in line with the provisions of CVM/SEP Official Letter No. 02/2020.	
Total compensation	BRL 13,965,800.31	BRL 19,562,010.90	BRL 1,760,845.30	BRL 35,288,656.51

Variable compensation set forth for the current fiscal year (12/31/2022)				
(in BRL)	Board of Directors	Statutory Board	Audit Committee	Total
No. of members	13	4	5	22
No. of compensated members	13	4	5	22
Bonus				
Minimum amount provided for in the compensation plan		BRL 4,575,196.67		BRL 4,575,196.67
Maximum amount provided for in the compensation plan		BRL 26,816,498.65		BRL 26,816,498.65
Amount provided for in the compensation plan, if targets are met		BRL 17,344,661.79		BRL 17,344,661.79
Amount effectively recognized in the fiscal year				
Profit sharing				
Minimum amount provided for in the compensation plan				
Maximum amount provided for in the compensation plan1				
Amount provided for in the compensation plan, if targets are met2				
Amount effectively recognized in the fiscal year				

Variable compensation set forth for the current fiscal year (12/31/2021)				
(in BRL)	Board of Directors	Statutory Board	Audit Committee	Total
No. of members	13	3.92	5	22
No. of compensated members	13	3.92	5	22
Bonus				
Minimum amount provided for in the compensation plan		BRL 3,792,240.10		BRL 3,792,240.10
Maximum amount provided for in the compensation plan		BRL 16,187,706.76		BRL 16,187,706.76
Amount provided for in the compensation plan, if targets are met		BRL 10,791,804.51		BRL 10,791,804.51
Amount effectively recognized in the fiscal year		BRL 14,268,203.78		BRL 14,268,203.78
Profit sharing				
Minimum amount provided for in the compensation plan				
Maximum amount provided for in the compensation plan1				
Amount provided for in the compensation plan, if targets are met2				
Amount effectively recognized in the fiscal year				

Variable compensation set forth for the current fiscal year (12/31/2020)				
(in BRL)	Board of Directors	Statutory Board	Audit Committee	Total
No. of members	13.58	4	5	22.58
No. of compensated members	13.58	4	5	22.58
Bonus				
Minimum amount provided for in the compensation plan		BRL 3,306,933.01		BRL 3,306,933.01
Maximum amount provided for in the compensation plan		BRL 14,116,105.60		BRL 14,116,105.60
Amount provided for in the compensation plan, if targets are met		BRL 9,410,737.07		BRL 9,410,737.07
Amount effectively recognized in the fiscal year		BRL 14,520,840.81		BRL 14,520,840.81
Profit sharing				
Minimum amount provided for in the compensation plan				
Maximum amount provided for in the compensation plan1				
Amount provided for in the compensation plan, if targets are met2				
Amount effectively recognized in the fiscal year				

Variable compensation set forth for the current fiscal year (12/31/2019)				
(in BRL)	Board of Directors	Statutory Board	Audit Committee	Total
No. of members	13.67	3.42	5.00	22.08
No. of compensated members	13.57	3.42	5.00	22.08
Bonus				
Minimum amount provided for in the compensation plan		BRL 2,928,020.04		BRL 2,928,020.04
Maximum amount provided for in the compensation plan		BRL 11,652,919.20		BRL 11,652,919.20
Amount provided for in the compensation plan, if targets are met		BRL 8,963,784.00		BRL 8,963,784.00
Amount effectively recognized in the fiscal year		BRL 8,244,559.78		BRL 8,244,559.78
Profit sharing				
Minimum amount provided for in the compensation plan				
Maximum amount provided for in the compensation plan1				
Amount provided for in the compensation plan, if targets are met2				
Amount effectively recognized in the fiscal year				

Deliberation on the re-ratification of the amount for annual compensation of management and for members of the Audit Committee in fiscal year 2021

Management proposes the approval of the re-ratification of the global compensation for management for fiscal year 2021, considering that the amount actually realized, of BRL 56,936,464.00 (fifty-six million, nine hundred and thirty-six thousand, four hundred and sixty-four Brazilian reais), exceeded that originally approved, equivalent to BRL 56,163,535.76 (fifty-six million, one hundred and sixty-three thousand, five hundred and thirty-five Brazilian reais, and seventy-six cents). Management also proposes the re-ratification of the global compensation for the members of the Audit Committee in fiscal year 2021, considering that the amount actually realized, of BRL 2,116,583.00 (two million, one hundred and sixteen thousand, five hundred and eighty-three Brazilian reais), exceeded that originally approved, equivalent to BRL 2,076,716.00 (two million, seventy-six thousand, seven hundred and sixteen Brazilian reais).

Management clarifies that the proposed re-ratification is due (i) to the bonus resulting from the Company's results for the year ended December 31, 2021, which were higher than expected, and (ii) to higher-than-expected expenses with respect to LTI Performance, due to market appreciation of the Units over the last four years (effective term of the LTI Performance programs), captured by the change in the accounting pricing methodology, which is now conducted using the Monte Carlo method. For the members of the Audit Committee, the difference between the planned and realized amounts is due to benefits granted to these members.

The matter has already been subject to review by the Company's People Committee and Board of Directors, and it is now necessary to re-ratify the matter at the General Meeting. For more information on this topic, see items 1 and 2 of the Management Proposal's Agenda for the Extraordinary General Meeting.

Extension of the Long Term Variable Compensation Plan to all employees

The Company's Management proposes the extension of the Long-Term Variable Remuneration Plan (ILP Matching), initially aimed at the Company's directors, at all the collaborators. It includes the beneficiary's right to convert part of his bonus into the acquisition of Klabin Units (KLBN11) held in treasury.

In return, the Company will match the Units acquired by the beneficiary in the order of 100%, through a "Private Instrument of Constitution of Usufruct and Other Covenants", over the number of Units acquired by the employee upon presentation of the "Private Instrument for Acquisition of Treasury Units and Other Covenants".

The beneficiary will be entitled to receive dividends and interest on equity related to the Units encumbered by the usufruct, as long as this is duly declared and approved by the Company's corporate bodies, under the terms of the law, its bylaws and internal regulations.

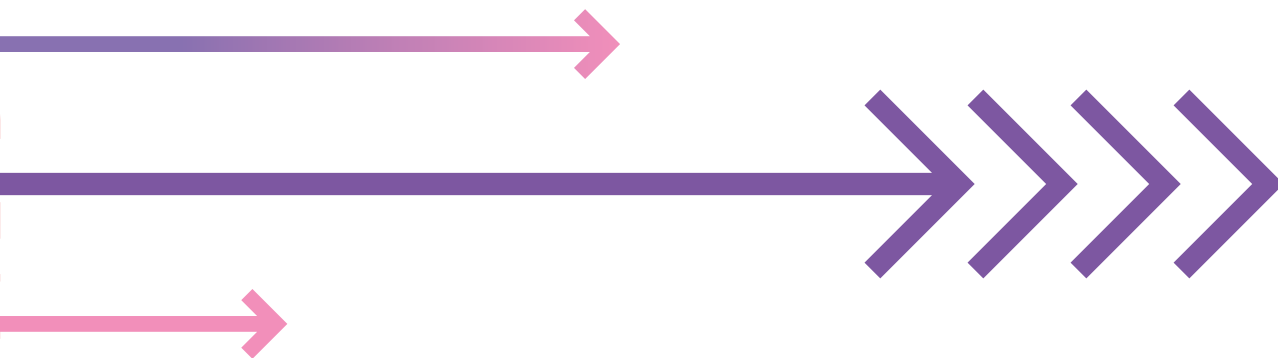
MAIN GOALS

The purpose of using this instrument is to align the interests of the professionals to Klabin's long-term strategy, increasing the commitment of the executives — and now of all employees — to obtaining sustainable results for the Company and its shareholders.

Thus, the plan aims to retain professionals and align their interests with those of the Company, strengthening their engagement in achieving the established targets, while contributing to the continuous maximization of the Company's value.

HOW DOES THE PLAN FIT INTO THE COMPENSATION POLICY?

The granting of Units is widely practiced by companies in Brazil and abroad, keeping the Company competitive in the market, in addition to aligning the beneficiary with its strategy. It ties the growth of the professional's compensation to the increase in the company's operational efficiency, and to results that are sustainable in the long term.



RULES

Maximum number of shares covered: may not exceed 22,357,250 Units, which, on this date, represent 1.99% of the Company's capital stock.

Share acquisition conditions: the beneficiary will have the right to use part of his bonus in the acquisition of Company Units, in accordance with the percentages that may be defined by the Board of Directors in each Program.

Criteria for setting the acquisition or exercise price: the acquisition value of the units will be obtained by the average of the market value prices from the last 60 trading sessions of the Company's units, or by their market value on the day before the acquisition, whichever is lower.

Criteria for setting the exercise period: the acquired Units must be kept by the professional for 3 (three) years to ensure consistency and quality of the results obtained.

Form of settlement: the clauses for the transfer of the Units granted to take place are that the beneficiary does not resign or sell the Units acquired when joining the plan during the vesting period (3 years). After the three-year period, without the restrictions set forth in the plan, the Company will transfer the bare ownership of the Units to the professional, consolidating full ownership in his favor. The Units granted can also be immediately assigned in case of retirement or death of the beneficiary, in the latter case the right to the Units passes to the estate. If the beneficiary is dismissed without just cause by the Company, as long as the other conditions are met, he will remain entitled to the transfer of the shares only after the vesting period has elapsed.

Restrictions on the transfer of shares: the Units granted and acquired in treasury must be kept for a period of 3 (three) years.

Criteria and events that, when verified, will cause the suspension, alteration or termination of the plan: non-compliance by the beneficiary with any of the following obligations will constitute a resolutive condition of the usufruct:

- a) permanence of the beneficiary as an administrator or full-time employee of the Company for a period of 3 (three) years as of the date of this Instrument;
- b) abstention of the beneficiary from participating in and being associated, in any form or for any reason, with companies or entities that carry out or will carry out activities that compete with those of the Company;
- c) non-sale by the beneficiary of the Units acquired through the Private Instrument for Commitment to Acquire Treasury Units and Other Covenants for a period of 3 (three) years.

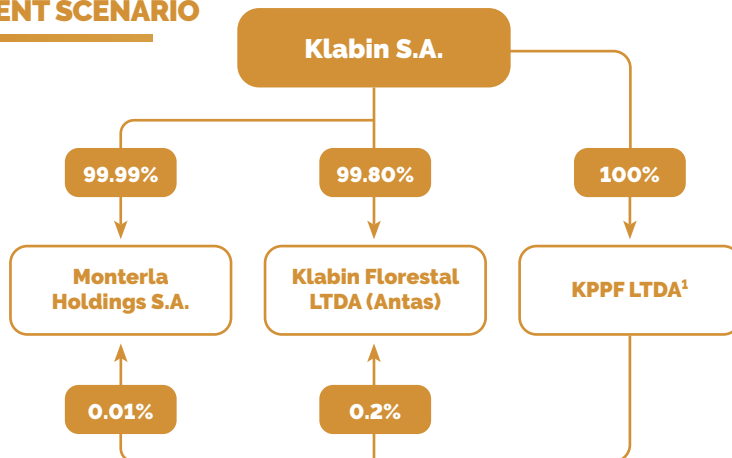
Merger of companies to Klabin S.A.

DELIBERATE ON THE MERGER OF MONTERLA HOLDINGS S.A. AND KLABIN FLORESTAL LTDA (ANTAS) WITH THE COMPANY

Management proposes the approval of the merger of Monterla Holdings S.A. (“Monterla”) and Klabin Florestal LTDA (“Antas”) with Klabin S.A.

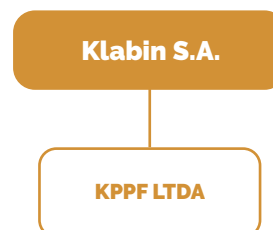
Monterla and Antas are wholly-owned subsidiaries of Klabin and currently do not hold any assets and are non-operational companies.

CURRENT SCENARIO



¹100% of the shares of Klabin Paraná Produtos Florestais LTDA (KPPF LTDA) are held by Klabin S.A.

STATUS POST-RESTRUCTURING



The merger proposal aims to simplify the group’s existing ownership structure, generating gains in administrative, financial, and operational efficiency, as well as preventing unnecessary expenses.

Since all shares issued by Monterla and Antas are held by Klabin, the consummation of the merger will not result in (i) an increase in its capital stock; (ii) a change to its Bylaws; (iii) the issuance of new shares; or (iv) any change in the Company’s

shareholding structure. For more information on this topic, see items 3 and 10 of the Management Proposal’s Agenda for the Extraordinary General Meeting.

The minutes of the meetings of the Audit Committee and the Board of Directors that deliberated on the proposed merger were provided on the Company’s IPE on the **CVM** website (cvm.gov.br).



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