



KLABIN S.A.

CNPJ nº 89.637.490/0001-45

NIRE 35300188349

Publicly Held Company

NOTICE TO THE MARKET

KLABIN S.A. ("Klabin" or "Company") hereby informs its shareholders and the market in general that the Board of Directors approved, **effective as of January 1, 2026**, (i) the **election** of **Ms. Maria Gabriela Woge Liguori** as an **Executive Officer** of the Company, to assume the position of **Chief Financial Officer and Investor Relations Officer (CFO and IRO)**, and (ii) the creation of the position of **Executive Officer for Paper Commercial Operations** and the election of **Mr. Marcos Paulo Conde Ivo**, the current Chief Financial Officer and Investor Relations Officer, to occupy this new executive position.

With over 20 years of experience managing financial areas at companies such as Votorantim, Ultra, and BRF, Gabriela Woge has been with Klabin for the past three years, leading the Corporate Finance and Investor Relations Department.

Marcos Ivo, with a 16-year career at Klabin, having served as CFO and Investor Relations Officer for the last six years, will begin a new chapter as Executive Officer for Paper Commercial Operations.

These changes reaffirm Klabin's commitment to developing and preparing its people for present and future challenges.

São Paulo, December 3, 2025

Marcos Paulo Conde Ivo

Chief Financial and Investor Relations Officer