



KLABIN S.A.

CNPJ No. 89.637.490/0001-45

NIRE No. 35300188349

**EXTRACT OF THE MINUTES OF THE BOARD OF DIRECTORS' MEETING
HELD ON DECEMBER 8, 2025**

- 1. Date, Time and Place:** On December 8, 2025, at 11:30 a.m., the members of the Board of Directors of Klabin S.A. ("Company") met by videoconference.
- 2. Summon:** The members of the Board of Directors were previously summoned, pursuant to Article 18 of the Company's Bylaws.
- 3. Attendance and Installation:** All members of the Board of Directors of the Company were present, as listed at the end of these minutes. Given the presence of all members of the Board of Directors, the meeting was duly installed.
- 4. Board:** Amanda Klabin Tkacz - Chairwoman; and Mariangela Daniele Maruishi Bartz -Secretary.
- 5. Agenda:** (i) Distribution of interim dividends in the total amount of **R\$ 1,112,000,000.00** (one billion, one hundred and twelve million reais) ("Dividends"); and (ii) Capital increase of the Company with bonus shares ("Capital Increase with Bonus Shares").
- 6. Resolutions:** Initiating the resolutions, the drafting of these minutes in summary form was unanimously approved, pursuant to Article 130, paragraph 1, of Law No. 6,404/1976.

In view of the amendment to income tax legislation promoted by Law No. 15,270, dated November 26, 2025, aimed at allowing shareholders to benefit from legal exceptions to the new taxation, the members of the Board of Directors:

6.1. Distribution of Dividends: Approved, by a majority, the declaration of interim dividends in the total amount of **R\$ 1,112,000,000.00** (one billion, one hundred and twelve million reais), which represent **R\$ 0.18238868899** per common or preferred share and **R\$ 0.91194344495** per Unit, declared based on the accumulated earnings for the current fiscal year, ascertained in the balance sheet as of September 30, 2025, except for Mr. Mauro Cunha, who voted for a distribution other than that proposed.

The Dividends are declared pursuant to Article 20, item "I", and Article 28, paragraph 1, of the Company's Bylaws and will be allocated to the mandatory dividend as provided for in the Bylaws and by law, as well as being considered for the purposes of compliance with the Target set forth in item 6.5 of the Company's Policy on Dividends and Interest on Capital. The payment of the Dividends hereby declared will be made in four equal and non-monetarily adjusted installments within fiscal year 2026, whereby (i) the installments will be paid on **February 27, 2026**,



May 20, 2026, August 19, 2026, and November 12, 2026; and (ii) there will be no monetary adjustment or interest between the present date and the dividend payment dates. Shareholders recorded in the Company's shareholding position on **December 15, 2025** will be entitled to receive the dividends, and the shares and Units will be traded *ex-dividend* starting on **December 16, 2025**.

6.2. Capital Increase with Bonus Shares: Approved, by a majority, the Capital Increase with Bonus Shares in the amount of **R\$ 800,000,000.00** (eight hundred million reais), within the authorized capital limit provided for in Article 5, paragraph 8, of the Company's Bylaws, through the capitalization of part of the balance of the Statutory Reserve for Investments and Working Capital, pursuant to Article 169 of Law No. 6,404/1976, with the respective issuance of **22,899,014** (twenty-two million, eight hundred and ninety-nine thousand and fourteen) new common shares, with no par value, and **38,897,805** (thirty-eight million, eight hundred and ninety-seven thousand, eight hundred and five) new preferred shares, with no par value, which will be allocated free of charge to shareholders as bonus shares, at a ratio of **one (1)** new share of each type for every **one hundred (100)** shares of the same type held by the shareholder, observing, with respect to Unit holders, the rules on the allocation of bonus shares set forth in Article 11, item "a", of the Company's Bylaws, except for Mr. Mauro Cunha, who voted for a capitalization other than that proposed.

As a result of the Capital Increase with Bonus Shares, the Company's share capital shall amount to **R\$ 6,875,624,836.00** (six billion, eight hundred and seventy-five million, six hundred and twenty-four thousand, eight hundred and thirty-six reais), divided into **2,312,800,469** (two billion, three hundred and twelve million, eight hundred thousand, four hundred and sixty-nine) common shares and **3,928,678,381** (three billion, nine hundred and twenty-eight million, six hundred and seventy-eight thousand, three hundred and eighty-one) preferred shares, all book-entry and with no par value.

The new shares issued as a result of the bonus will have the same rights granted by the Bylaws and applicable law to the Company's existing shares of the same type, including rights to dividends and/or interest on capital that may be declared after the issuance of the bonus shares.

Shareholders listed in the Company's shareholder register on **December 17, 2025** will be entitled to receive the bonus shares, and the shares and Units will be traded *ex-bonus rights* starting on **December 18, 2025**. The bonus shares will be credited on **December 22, 2025**. Accordingly, the shares and Units to be issued under the bonus now approved will not be entitled to receive the dividends declared under item 6.1 of these minutes.

The cost attributed to the bonus shares will be **R\$ 12.94564988922 per share**, for purposes of the provisions of paragraph 1 of Article 10 of Law No. 9,249/1995 and paragraph 1 of Article 58 of Normative Instruction of the Brazilian Federal Revenue Service No. 1,585/2015.

Pursuant to paragraph 3 of Article 169 of Law No. 6,404/1976, any shareholders who receive fractions of shares under the bonus may trade them during the period from **December 22, 2025** to **January 21, 2026**. After this period, any remaining fractions will be separated, grouped



into whole numbers and sold at auction on B3 S.A. – Brasil, Bolsa, Balcão (“B3”), and the net proceeds of the sale will be made available to the holders of these fractions, in proportion to each one’s holdings, on a date to be announced by the Company in due course.

The Company's Executive Officers are authorized to take all necessary actions to implement the resolutions approved in items 6.1 and 6.2 above, including disclosure to the market of all documents required by the regulations of the Brazilian Securities and Exchange Commission (“CVM”).

7. Adjournment: There being no further business to discuss, the meeting was adjourned, and these minutes were drawn up, which, having been read and approved, were signed by the attending members of the Board of Directors and by the Secretary.

São Paulo, December 8, 2025.

Amanda Klabin Tkacz – Chairwoman, Mariangela Daniele Maruishi Bartz – Secretary, Alberto Klabin, Amaury Guilherme Bier, Henrique Guaragna Marcondes, Isabella Saboya de Albuquerque, João Adamo Junior, Luis Eduardo Pereira de Carvalho, Marcelo Mesquita de Siqueira Filho, Mauro Gentile Rodrigues da Cunha, Paulo Roberto Petterle, Paulo Sérgio Coutinho Galvão Filho, Roberto Luiz Leme Klabin, Vera Lafer and Wolff Klabin.

We certify that the above text constitutes a true excerpt from the minutes of the Board of Directors’ Meeting held on December 8, 2025, recorded in the appropriate book.

Amanda Klabin Tkacz
Chairwoman

Mariangela Daniele Maruishi Bartz
Secretary