



Sustainability Report 2025

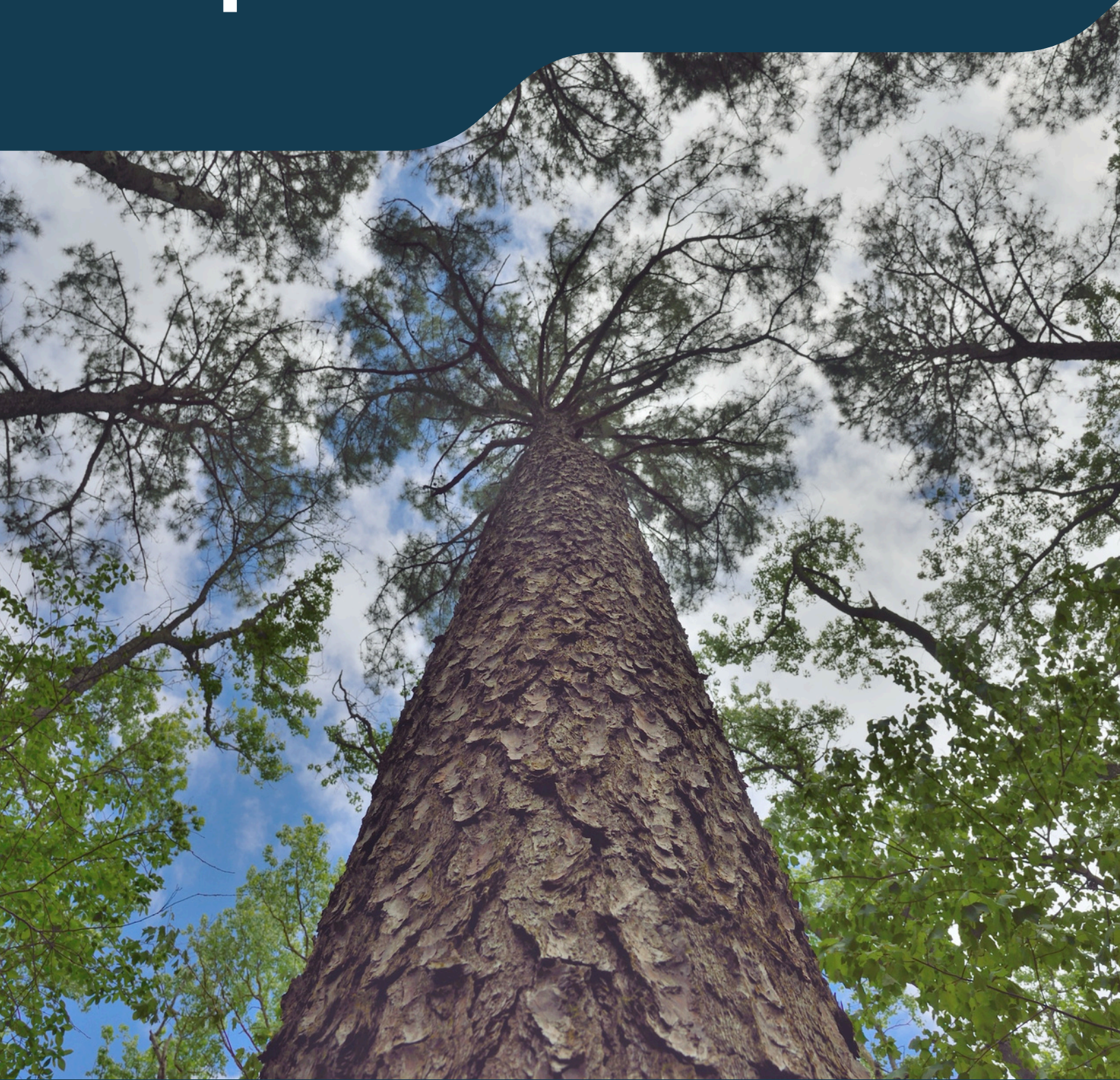


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About this Report

This sustainability report is issued by GCF US Holdings LLC, doing business as Global Cellulose Fibers (GCF), in accordance with applicable corporate and sustainability reporting requirements. It provides an overview of our sustainability priorities at GCF and covers operations and business activities where we have operational control for the 2025 calendar year (CY2025).

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and European Sustainability Reporting Standards (ESRS) for disclosure and transparency and is aligned with the Sustainability Accounting Standards Board (SASB) Pulp & Paper Products industry standard. This marks our first sustainability report and establishes the baseline from which we will measure and track our future progress.

The data presented reflects information covered under our operational control and is derived from internal systems and operational records.

Greenhouse gas (GHG) metrics included in this report are consistent with globally recognized standards, such as the GHG Protocol Corporate Accounting and Reporting Standard, to ensure accuracy, consistency,

and comparability. Other environmental metrics are calculated using standardized methodologies, while social and governance data is compiled through internal reporting processes.

Our disclosures are guided by a materiality assessment that identifies topics most relevant to our business and stakeholders. These topics were determined through internal stakeholder engagement and industry benchmarking to inform our strategy, goals, and performance tracking.

This report has undergone internal review to enhance reliability and credibility, and we are committed to improving data quality and expanding assurance coverage in future reporting cycles.

It also contains forward-looking statements related to our sustainability strategies, goals, and expectations. These statements are based on current assumptions and are subject to risks and uncertainties; actual results may differ.

Overall, this report reflects our ongoing journey toward sustainable growth and accountability. We remain committed to transparency and to advancing our beneficial impact year over year.

Message from GCF Leadership

As I step into my new role as CEO, I am energized by GCF's strong foundation and the opportunities ahead. We are supported by a deeply experienced workforce, trusted customer relationships, and a distinctive global manufacturing footprint. Our company's culture is grounded in safety, ethics, quality and performance.

In January 2026, GCF opened a new chapter as an independent company giving us the freedom to shape our future with greater focus, agility, and accountability. Our products touch millions of lives every day, supporting essential needs from diapers and feminine care to adult incontinence and other applications. This reach places GCF at the intersection of health, safety, and sustainability – underscoring our responsibility to operate safely, steward natural resources responsibly, and deliver lasting value to our customers and communities. It also shapes the standards that we set for ourselves with clear expectations of how we operate.

We are just beginning this next chapter, and sustainability will remain at the core of how we create long-term value and compete in the marketplace. Sustainability isn't separate from our business – it's woven into everything we do. It's in our fiber.



Michael Doss

Chief Executive Officer, Global Cellulose Fibers

“We are just beginning this next chapter, and sustainability will remain at the core of how we create long-term value and compete in the marketplace.”

-Michael Doss, CEO

About Us

At GCF, we bring comfort, dignity and confidence to people around the world with our fiber innovations. We create safe, quality pulp for a wide range of applications like diapers, feminine care, incontinence, towel and tissue products, and other innovative solutions. Our fibers help differentiate our customers' products in a crowded marketplace and move us all toward a more resilient future.

In January 2026, GCF became a standalone company establishing independent corporate governance, operational systems, and reporting structures.

We are proud to publish our inaugural sustainability report – marking an important milestone in our commitment to transparency, accountability, and continuous improvement.

This new chapter strengthens our ability to focus on performance, transparency, and responsible growth as we continue advancing fiber innovation for a better future.

Our Core Values

Safety	Ethics	Excellence
Above all, we care about people. We look out for each other to ensure everyone is physically and emotionally safe.	We act honestly and operate with integrity and respect. We promote a culture of transparency and accountability.	We set high expectations and deliver outstanding results for each other, our customers and our stakeholders.

Our Mission

Our mission is to be the world's most dependable producer of natural fibers for essential everyday products.

Unrivaled
Supply Chain

Our People
in Your
Region

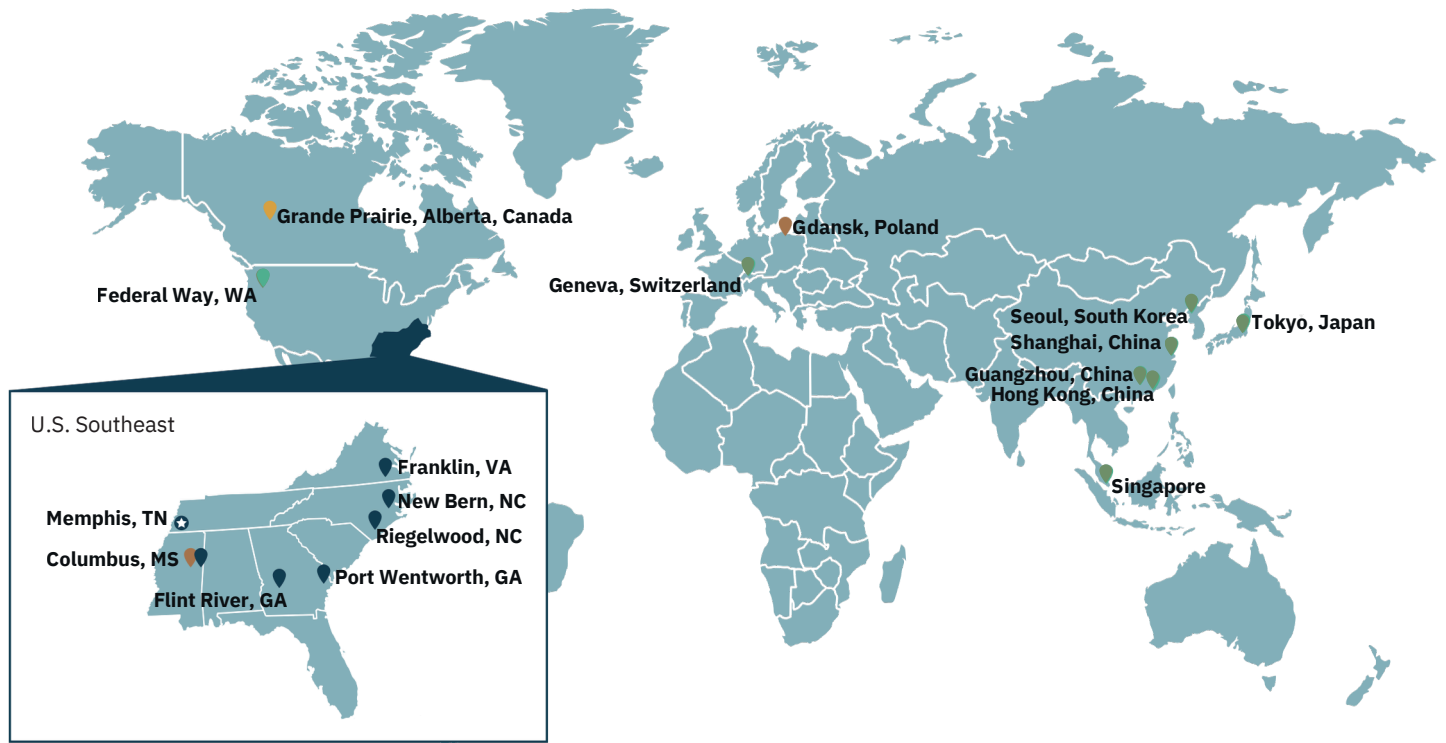
Superior
Product
Performance

Rooted in
Sustainability

Who We Are

Our Locations

◆ Fluff Pulp Mills ● Market Pulp Mill ● Specialty Converting Facility ● Innovation Center ● Regional Offices ● Corporate



GCF is headquartered in Memphis, Tennessee and supported by seven regional sales offices worldwide and an innovation center in Federal Way, Washington. We operate nine manufacturing facilities, primarily across North America. These include six pulp mills in the southeastern United States, one pulp mill in Alberta, Canada, and two modified fiber facilities – one located in Columbus, Mississippi, and the other in Gdansk, Poland.

Our pulp production utilizes the kraft process, where wood chips are chemically treated under heat and pressure to separate cellulose fibers from lignin, producing clean, high-quality pulp. All six U.S. pulp mills produce fluff pulp – available in untreated, semi-treated, and fully treated forms – used in absorbent hygiene products such as baby diapers, feminine care

items, incontinence products, and nonwovens. This fluff pulp also serves as feedstock for our two modified fiber facilities to create our Helix® fiber, which is engineered to provide excellent liquid management in absorbent products, as well as enhance bulk when added to products like wipes and filtration media. In addition, two of our U.S. pulp mills also have the capacity to produce southern bleached softwood kraft (SBSK) pulp, which is used in a variety of papergrade and specialty applications.

Our Grande Prairie Mill is GCF's only papergrade location that produces northern bleached softwood kraft (NBSK) pulp to support a wide range of uses, including tissue and towel manufacturing, as well as premium paper and specialty products.

GCF by the Numbers

350+

customers in 150 countries

3,300+

employees across 8 countries

\$2.5B

net sales in 2025

9 Manufacturing facilities

8 Regional offices

By recovering and reusing as much fiber, water, energy and other materials as possible, we maintain the cycle from the forests to finished products. GCF will continue strengthening our biomaterials business, including pine chemicals and energy sales, by expanding the use of secondary products we generate and maximizing the value of every resource stream.

Through greater integration and innovation, we can convert more of our byproducts into high-value solutions, reduce waste, and enhance overall operational efficiency. In doing so, we improve resource utilization and support long-term, sustainable growth while delivering greater value to our customers and stakeholders.

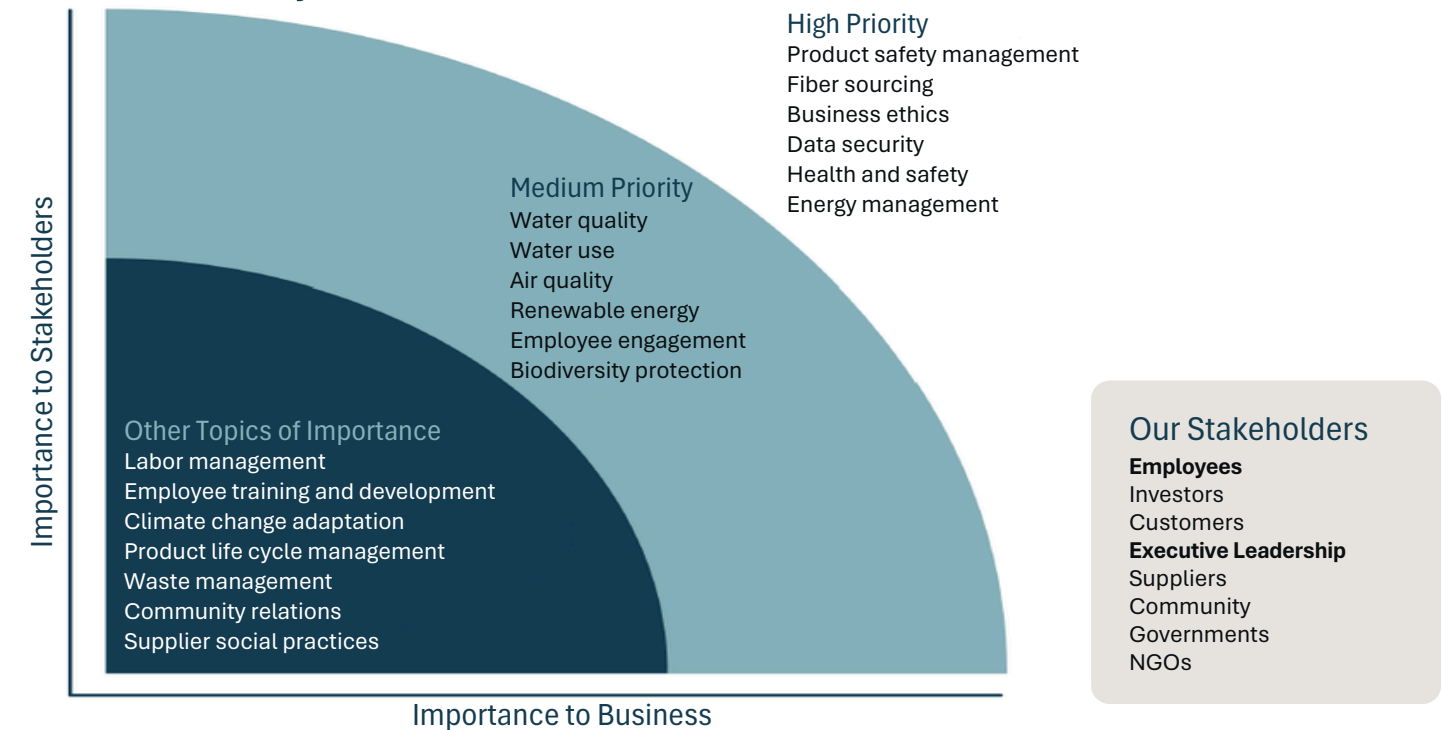
We are proud members of BAHP – the Center for Baby and Adult Hygiene Products – and EDANA – the international nonwovens association.

Materiality Assessment

To ensure our sustainability strategy addresses the most material (significant) environmental, social, and governance (ESG) topics, GCF conducted a double materiality assessment of internal stakeholders, listed below in bold, with guidance from GRI and ESRS frameworks. A double materiality assessment is a structured process used to identify and prioritize the most significant sustainability topics by considering two perspectives: the impact of the organization on the environment and society (impact materiality), and the

financial risks and opportunities that sustainability issues pose to the organization (financial materiality). The main purpose of applying a double materiality approach to strategy development is to address sustainability issues of greatest importance to the environment and society in conjunction with those in relation to GCF’s business performance. The goal is to expand the assessment next year to include external stakeholders and update it regularly with changing business and regulatory environments as well as evolving stakeholder expectations.

Our Materiality Matrix



Our Material Topics

Climate Resilience	Environmental Stewardship	Social Responsibility	Ethical Governance
Climate change adaptation	Air quality Water quality Water use Waste management Biodiversity protection Fiber sourcing Energy management Renewable energy Product life cycle management Product safety management	Health and safety Employee training and development Labor management Community relations Supplier social practices	Business ethics Data security

Our Sustainability Strategy



The outcome from our double materiality assessment played a central role in shaping and strengthening our sustainability strategy. By identifying the topics of greatest significance from both an environmental impact and financial perspective, our strategic priorities reflect both our responsibility to society while maintaining business resiliency.

Our sustainability approach is aligned with the [United Nations Sustainable Development Goals](#)¹ (SDGs), reinforcing our commitments across climate resilience, environmental stewardship, social responsibility, and ethical governance. Through our climate initiatives, we contribute to SDG 13 (Climate Action) by addressing climate-related risks. We also support SDG 7 (Affordable and Clean Energy) by improving energy efficiency and advancing responsible energy use across our operations. Our environmental stewardship advances SDGs such as 6 (Clean Water and Sanitation), 12 (Responsible Consumption and Production), and

15 (Life on Land) by promoting responsible water management, resource efficiency, and the protection of ecosystems. Additionally, our focus on innovation and operational excellence aligns with SDG 9 (Industry, Innovation and Infrastructure), as we invest in advanced fiber solutions and resilient infrastructure.

Our social responsibility efforts align with SDGs 3 (Good Health and Well-being) and 8 (Decent Work and Economic Growth), reflecting our commitment to employee well-being, responsible supply chain practices, and positive community impact. GCF governance also aligns with SDG 8 by embedding fair labor practices, transparency, accountability, and long-term economic sustainability into organizational decision-making. Together, these efforts ensure our sustainability strategy contributes meaningfully to both our business and global sustainable development.

GCF supports the United Nations Sustainable Development Goals

Climate Resilience	Environmental Stewardship	Social Responsibility	Ethical Governance
We are focused on addressing climate change impacts and strengthening the resilience of our business. 7 AFFORDABLE AND CLEAN ENERGY 13 CLIMATE ACTION	We aim to minimize environmental impacts through responsible resource management, pollution prevention, and biodiversity protection. 6 CLEAN WATER AND SANITATION 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 15 LIFE ON LAND	We actively engage with communities and prioritize employee well-being, health, and safety. 3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH	We maintain robust governance practices to ensure ethical conduct, transparency, and accountability. 8 DECENT WORK AND ECONOMIC GROWTH

¹The content of this website has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States

2025 Sustainability Highlights

100%

of fiber sourced for GCF meets FSC™
Controlled Wood and PEFC Controlled
Sources standards

97%

of water withdrawn for operations is
cleaned and released back into the
environment

52%

of manufactured waste generated has
been recovered and used as fuel or for
other beneficial use

44%

of our operational sites hold an ISO
14001 (Environmental Management
Systems) certificate

30%

reduction in lost workday cases
year-over-year

\$1 Million+

in grants and employee contributions to
community partners²

86%

participation in our global employee
engagement survey

²Includes funding from the International Paper Foundation.

Our Sustainability Goals

Climate Resilience	Greenhouse Gas Management	Develop an enterprise-wide GHG inventory for gross Scope 1, Scope 2, and Scope 3 emissions and assess for reduction opportunities.
	Forests & Biodiversity	Ensure 100% of fiber comes from verified forest supply chains aligned with recognized controlled sourcing standards.
Environmental Stewardship	Water Management	Determine GCF facilities with high water risk and assess need for management plan development and future reductions.
	Waste Management	Assess and maintain waste management plans for all GCF manufacturing facilities to drive waste reduction and maximize resource recovery.
	Energy Management	Reduce energy intensity by prioritizing projects that improve equipment reliability, energy and production efficiencies, and process optimization across operations.
	Compliance & Certifications	Achieve zero significant environmental events (SEEs) at all GCF facilities.
		Maintain and expand environmental and product safety certifications to stay aligned with evolving market standards and requirements.
Social Responsibility	Workplace Safety	Achieve zero serious injuries or fatalities (SIF) for employees and contractors.
	Employee Experience & Engagement	Implement training across all GCF facilities emphasizing the importance each role plays in our sustainability journey. Regularly gather employee feedback through surveys and ongoing dialogue, using insights to improve the workplace experience and address emerging needs.
	Supply Chain Practices	Collaborate with suppliers to promote responsible sourcing and support underrepresented groups, such as minorities, veterans, and individuals with disabilities. Engage with suppliers that share a commitment to reducing GHG emissions and actively work with customers, partners, and organizations to drive meaningful progress.
Ethical Governance	Sustainable Leadership & Transparency	Engage employees on sustainability initiatives and related customer requirements to promote collaboration and improvement.
		Develop a company environmental and social responsibility program to share what we do best with the world through our people, products and partnerships with customers and communities.

Climate Resilience



Greenhouse Gas Management

Climate change presents significant risks, with opportunities for the pulp and paper industry to mitigate given its energy-intensive operations and reliance on forest-based resources. We recognize our responsibility to manage and reduce GHG emissions across our value chain to mitigate climate change impacts. GCF is actively developing a GHG management approach grounded in robust measurement, targeted emissions reductions, and transparent disclosure. We are focused on improving energy efficiency, process optimization, and increasing the use of renewable energy within our operations.

Our Goal

Develop an enterprise-wide GHG inventory for gross Scope 1, Scope 2, and Scope 3 emissions and assess for reduction opportunities.

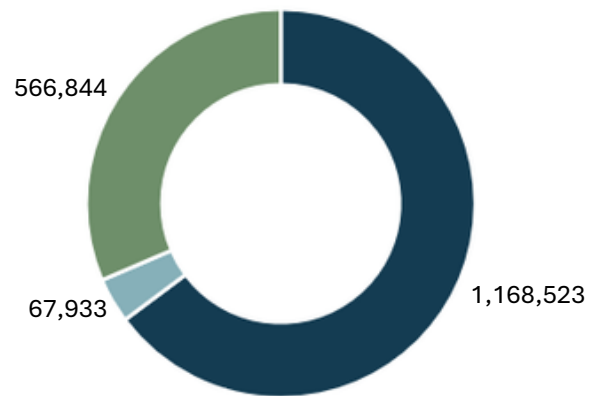
Our Strategy

We have established policies to guide consistent and proactive climate resilience practices across our business. Our approach focuses on measuring, managing, and reducing emissions across our operations where we have operational control. We aim to disclose and maintain emissions data, methodologies, and progress through sustainability reporting. By continuously improving our GHG management practices, we intend to contribute to a low-carbon economy while creating long-term value for our stakeholders. We are also committed to strengthening our resilience by integrating climate adaptation considerations into our strategy, operations, and long-term planning.

Greenhouse Gas Emissions

We report our Scope 1 and Scope 2 GHG emissions in accordance with GHG Protocol standards to ensure

**Scope 1 & 2 GHG Emissions
(metric tons CO₂e)**



■ Scope 1* ■ Scope 2 Location-Based ■ REC Sales
*Scope 1 GHG emissions reported above does not include biogenic emissions as consistent with GHG Protocol.

accuracy, consistency, and comparability. The data reflects CY2025 and is reported using an operational control approach, covering all nine of our operational sites across the enterprise. Our emissions profile primarily includes direct emissions from on-site fuel combustion and indirect emissions from purchased electricity.

Emissions factors are obtained from reputable sources, including the United States Environmental Protection Agency (EPA) published emission factors hub, United States EPA 40 CFR 98, the Intergovernmental Panel on Climate Change (IPCC), the International Energy Agency (IEA), Canada's National Inventory Report (NIR), and the National Council for Air and Stream Improvement (NCASI).

As we continue to strengthen our greenhouse gas management program, we are evaluating both near- and long-term opportunities to manage Scope 1, 2, and 3 emissions. Future efforts will focus on identifying practical emissions reduction pathways that support operational reliability and business objectives.

Renewable Energy Credits (RECs)

Our pulp mills generate renewable electricity by utilizing biomass through combined heat and power systems (CHPs). For each megawatt-hour of renewable electricity produced, a corresponding Renewable Energy Credit (REC) is created to represent its environmental attributes. In accordance with regulatory requirements and GHG Protocol standards, we carefully track and manage REC transactions to ensure accurate and transparent GHG accounting. When RECs are sold, the associated renewable attributes are transferred to the purchaser, and we appropriately adjust our market-based Scope 2 emissions to reflect this transfer, preventing any double counting of environmental benefits. This disciplined approach ensures our GHG inventory accurately reflects both our operational energy use and contractual instruments, reinforcing the integrity and credibility of our emissions reporting.

Advancing Sustainability with Life Cycle Insights

GCF incorporates lifecycle thinking into our processes to better understand and manage environmental impacts across the full life cycle of our products. GCF developed life cycle assessments (LCAs) aligned to the ISO 14044 standard for all our pulp products, covering environmental impact from cradle-to-gate: fiber sourcing, raw material procurement, and manufacturing. LCAs are determined by identifying and quantifying energy consumption, materials usage, and environmental releases associated with each product. LCAs help identify carbon footprint reduction opportunities, enabling us to proactively support our customers' strategic business goals via a data-driven methodology.

Building Resilience for the Future

Climate adaptation is an ongoing process that requires continuous evaluation of emerging risks and evolving scientific knowledge. We intend to further strengthen our understanding of climate-related risks and opportunities, including the use of climate risk assessments and scenario-based analyses to inform strategic planning. By proactively addressing climate challenges, we aim to support operational continuity, strengthen supply chain resilience, and create long-term value. These efforts complement our GHG management initiatives by helping ensure our business remains resilient and positioned for long-term success.



Environmental Stewardship



Forests & Biodiversity

Forests are the foundation of our business and a critical resource that must be managed responsibly to ensure long-term resilience for both our company and the ecosystems for which we depend on. As a pulp producer, our success is directly tied to the health and productivity of forest landscapes, which provide essential services including carbon storage, water regulation, soil stability, and biodiversity support.

Our Goal

Ensure 100% of fiber comes from verified forest supply chains aligned with recognized controlled sourcing standards.

Our Strategy

We recognize that responsible forest management is key to maintaining a sustainable fiber supply, reducing operational risks, and strengthening business continuity in the face of climate and environmental pressures. By integrating biodiversity considerations into our operations and collaborating with suppliers, certification bodies, and local stakeholders, we aim to balance production needs with the long-term health of forest ecosystems. This commitment safeguards biodiversity while reinforcing the resilience and sustainability of our business for the future.



ROOTS™ – Responsible Operations of Timber Sourcing

GCF is committed to procuring fiber responsibly, ensuring that harvest operations preserve the environmental value of the forests from which we source. We utilize an innovative mapping program that guides our procurement decisions and allows us to meet that commitment. With ROOTS™, or Responsible Operations of Timber Sourcing, we can be transparent in our fiber sourcing and ensure that we leave healthy, sustainable forests for future generations.

ROOTS™ is a mapping tool used by our fiber sourcing team to verify and track the fiber we source using Geographic Information System (GIS) technology to help our team make informed decisions before fiber enters our supply chain. It is our official platform for identifying, documenting, and mitigating environmental risks and ensuring traceability for open-market fiber procurement. Documents such as tract maps, tract visit notes, satellite imagery reviews, and other relevant documentation including species and environmental data, are uploaded to the corresponding tract point in ROOTS™.

European Union Deforestation Regulation (EUDR)

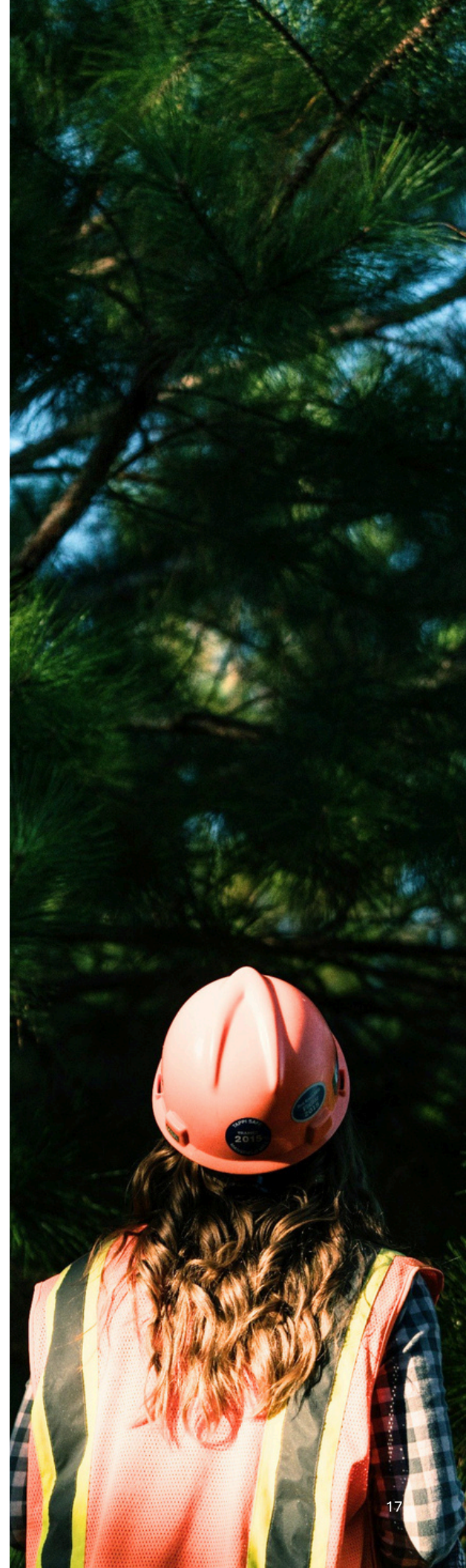
We are fully compliant with European Union Deforestation Regulation (EUDR) and support our customers in meeting these requirements for all nine of our operational sites. In 2025, we began implementing supplier contracts to ensure that all procured fiber is deforestation-free. Our suppliers are required to adhere to our [Global Fiber Procurement Policy](#), which emphasizes ethical conduct, integrity, and respect in all operations. We maintain robust supply chain traceability systems to monitor and verify the origin of materials. Leveraging our internal Arc GIS-based mapping platform, ROOTS™, we track direct fiber purchases entering our facilities and are continuously enhancing its capabilities to strengthen geolocation tracking across our supply chain.

Sustainable Fiber Sourcing

We maintain chain-of-custody certification at all GCF mills, including certification to the Forest Stewardship Council™ (FSC™, FSC-C014786), and Programme for the Endorsement of Forest Certification (PEFC, PEFC/29-31-11). These certifications help ensure the fiber used in our products are sourced from responsibly managed forests, reducing environmental impact, and protecting biodiversity in the regions where we operate.

Responsible forest management balances environmental, social, and economic priorities by protecting ecosystems, respecting the rights of communities and workers, and sustaining long-term productivity. This includes practices such as safeguarding high conservation value areas, supporting forest regeneration, maintaining sustainable harvest levels, preventing illegal logging, and ensuring safe working conditions. Together, FSC and PEFC certifications enhance supply chain transparency, support regulatory compliance, mitigate sourcing risks, and contribute to long-term resource security.

In addition, all our fiber sourced meets the criteria of FSC controlled wood. FSC controlled wood mitigates the risk of forest products originating from unacceptable sources. FSC controlled wood requirements prohibit and are designed to avoid: illegally harvested wood, wood harvested in violation of traditional and human rights, wood from forests with threatened high conservation values, wood from forests with genetically modified trees and wood from forests converted to plantations or non-forest uses. For more information on FSC controlled wood, see fsc.org/en/cw.





Riegelwood Mill Supports Fire in the Pines Festival

The Riegelwood, North Carolina Mill sponsors the annual Fire in the Pines Festival organized by The Nature Conservancy, the City of Wilmington, North Carolina Forest Service and Coastal Land Trust. The festival is an educational event dedicated to raising the ecological importance about controlled burning in the longleaf pine ecosystem. Controlled burning plays a critical role in maintaining the health and resilience of pine forests in the southeastern United States, supporting biodiversity by sustaining species such as red-cockaded woodpeckers and Venus flytraps. Historically, naturally occurring low-intensity fires helped maintain open forest conditions, reduced fuel accumulation, and promoted ecosystem balance. Fire suppression has disrupted these natural processes, increasing risks to both communities and wildlife. Through this ongoing support, the mill contributes to education and outreach efforts that reinforce the importance of responsible land management practices.

Photo provided by The Nature Conservancy – Controlled Burn.

Fiber Sourcing in 2025

100%

of fiber sourced meets the FSC Controlled Wood and PEFC Controlled Sources standards

100%

direct sourcing from uncertified forests traceable to Forest Management Unit (FMU) origin

100%

direct sourcing verified no conversion of High Conservation Value Forests (HCVFs)

100%

indirect sourcing traceable to a country and county level of origin

100%

of suppliers monitored to meet GCF's Global Fiber Procurement Policy

89%

from forests within the U.S. and

11%

from forests within Canada

0%

sourcing from peatlands or High Carbon Stock (HCS) forests

0%

sourcing from Intact Forest Lands (IFLs)

Water Management

Water management is a critical aspect of our pulp production operations and a central component of our sustainability strategy. Given the substantial reliance on water throughout the pulping, washing, and bleaching stages, we are dedicated to optimizing water use by improving process efficiency and expanding internal water recycling initiatives. At GCF, we treat all wastewater prior to discharge, minimizing environmental impacts and ensuring full compliance with regulatory requirements. These efforts underscore our ongoing commitment to responsible water stewardship and environmental protection.

Our Goal

Determine GCF facilities with high water risk and assess need for management plan development and future reductions.

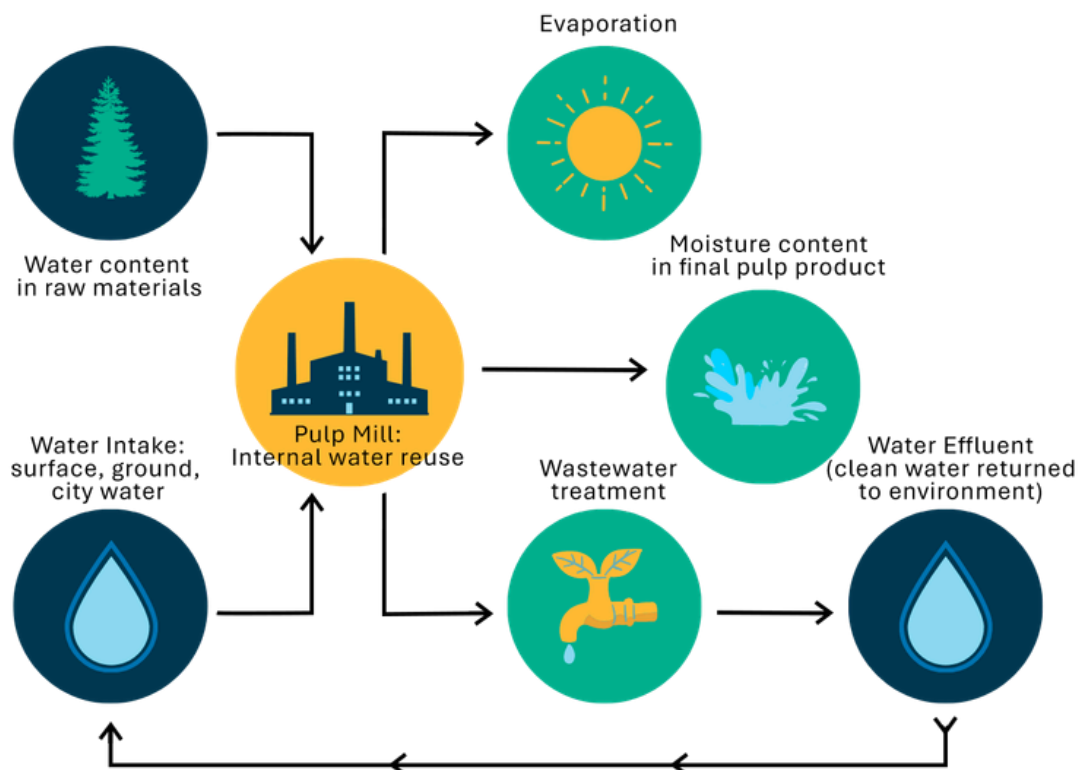
Our Strategy

GCF's water management strategy focuses on improving water use efficiency, reducing freshwater withdrawal where feasible, and ensuring the quality of wastewater discharges meets or exceeds regulatory requirements.

Operational practices emphasize water recirculation within the fiberline and bleach plant, optimization of wash systems to minimize losses, and efficient cooling water use. We integrate water considerations into operational decision-making, capital planning, and continuous improvement initiatives.

We continuously monitor water withdrawal, consumption, and discharge volumes, as well as key effluent quality parameters such as biological oxygen demand (BOD), total suspended solids (TSS), and pH. This data supports informed decision-making and ensures compliance with regulatory requirements while driving continuous improvement.

Our Water Footprint



Circularity

Our organization interacts with water extensively across pulp production processes, where water is primarily withdrawn from local surface, groundwater, and municipal sources. While a small portion of this water is consumed through evaporation and incorporated into products and byproducts, the majority is treated and discharged back into receiving water bodies. We recognize that these activities can impact water availability, water quality, and local ecosystems if not carefully managed. To address these risks, we maintain continuous monitoring and adhere strictly to regulatory standards, helping to minimize adverse impacts and support the long-term health of local watersheds.

We maximize water reuse in our pulping process through integrated systems that reduce freshwater demand and enhance operational efficiency. Process water from washing, screening, and bleaching stages is continuously recycled within the fiberline through counter-current washing processes, with cleaner water reused in earlier stages. Additional reuse is achieved by recirculating whitewater and cooling water, reusing low-contaminant condensates, and incorporating filtrates into pulp processing.

Collectively, these practices improve water efficiency and support more sustainable pulp production.

Water Quality

Priority substances of concern in pulp mill wastewater typically include organic matter – measured as biological oxygen demand (BOD), chemical oxygen demand (COD), total suspended solids (TSS), nutrients such as nitrogen and phosphorus, and chlorinated organic compounds such as adsorbable organic halides (AOX) from bleaching. At GCF, we ensure any wastewater generated is managed through a comprehensive, multi-stage treatment process to effectively remove contaminants and protect receiving water bodies.

Our ongoing efforts to optimize bleach plant chemical dosing helps to reduce AOX formation at the source. By regularly tracking these pollutants through routine monitoring, GCF can verify treatment effectiveness, maintain regulatory compliance, and identify opportunities for process improvements, ultimately supporting responsible water stewardship and minimizing environmental impact.



97%

of water withdrawn for operations is cleaned and released back into the environment.

Water Stewardship

We identify water-related impacts through a structured assessment of our operations, focusing on where and how water is withdrawn, utilized, and discharged. This process includes evaluating water consumption, effluent quality, and potential effects on local water availability and ecosystems. We also consider site-specific risks, regulatory requirements, and stakeholder concerns to prioritize areas with the greatest potential impact. Continuous monitoring and data analysis support informed decision-making and ongoing improvement in water stewardship.

A portion of water consumption within GCF operations is attributed to evaporation during the recovery cycle (including evaporators and recovery boilers), cooling system losses, and moisture retained in pulp and residual solids. Process optimization initiatives, including improvements in brownstock washing efficiency and increased reuse of filtrates and condensates, continue to support reductions in overall water consumption intensity.

Championing Clean Water

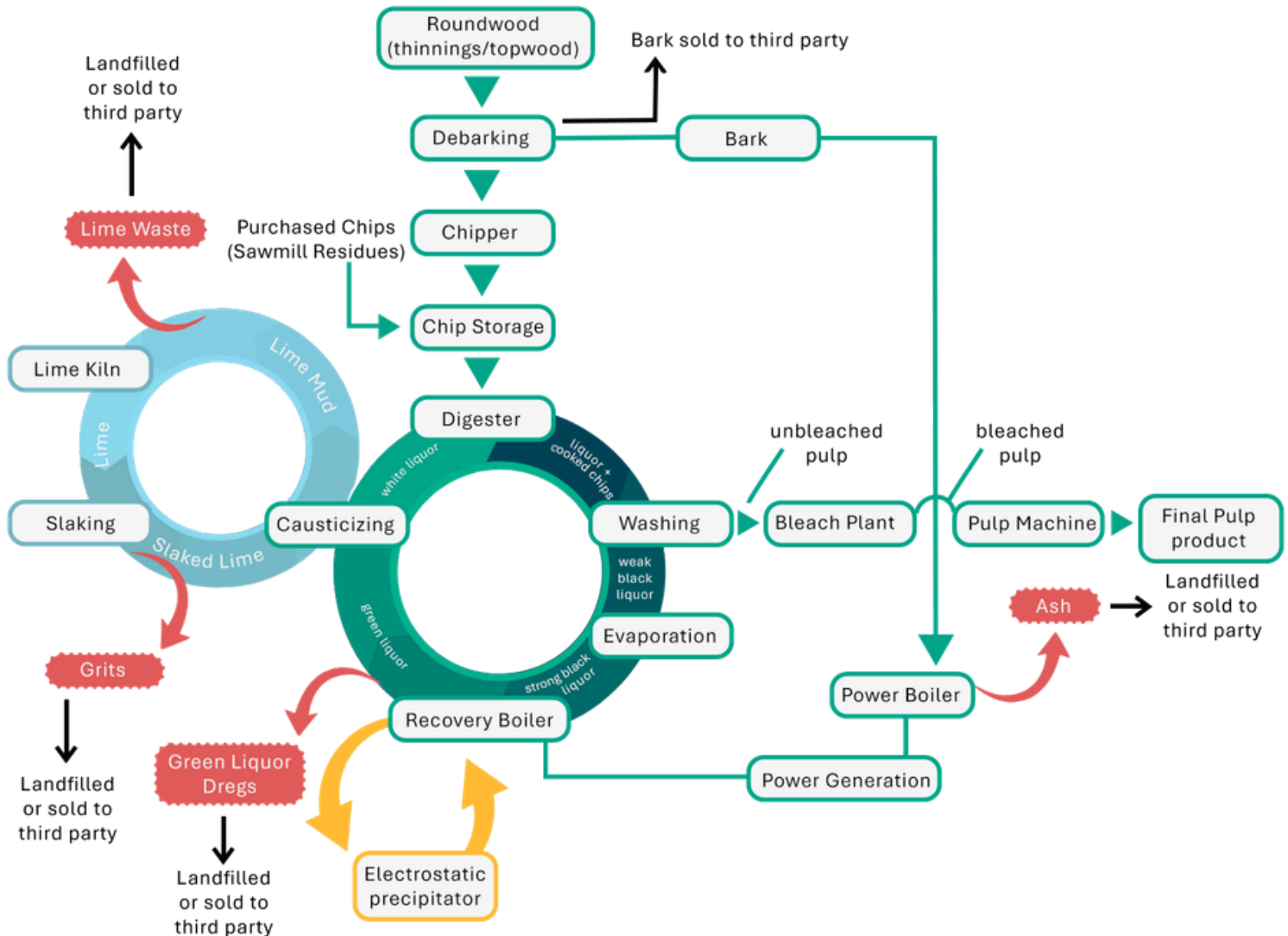
GCF's Riegelwood Mill provided funding to support citizen science efforts that help protect water quality in North Carolina's Waccamaw watershed. Since 2011, the Winyah Rivers Foundation's NC Waccamaw Volunteer Water Quality Monitoring Program has engaged community members in collecting reliable water quality data across multiple sites in North Carolina and South Carolina. Volunteers conduct regular sampling using specialized equipment to measure key indicators such as dissolved oxygen, pH, nutrients, and bacteria, with results shared publicly.

Beyond data collection, the program supports education and outreach, strengthening community awareness of clean water, healthy ecosystems, and sustainable recreation, and advancing long-term stewardship of this critical watershed.



Waste Management

Circularity of the Kraft Pulping Process



Waste and byproduct circularity are inherent to the kraft pulp process. Residuals such as black liquor are systematically recovered and burned in recovery boilers to generate steam and chemicals for reuse within the mill. Bark and wood residues from the debarking and chipping process are used in on-site power boilers to create steam and energy or sold to third parties for further processing. Additionally, pine chemicals are extracted and sold for processing into value-added bioproducts. This circular approach minimizes waste, improves resource efficiency, and

supports both economic and environmental sustainability within our mills. The diagram illustrates circularity within the kraft pulping process from wood preparation to sale of final product.

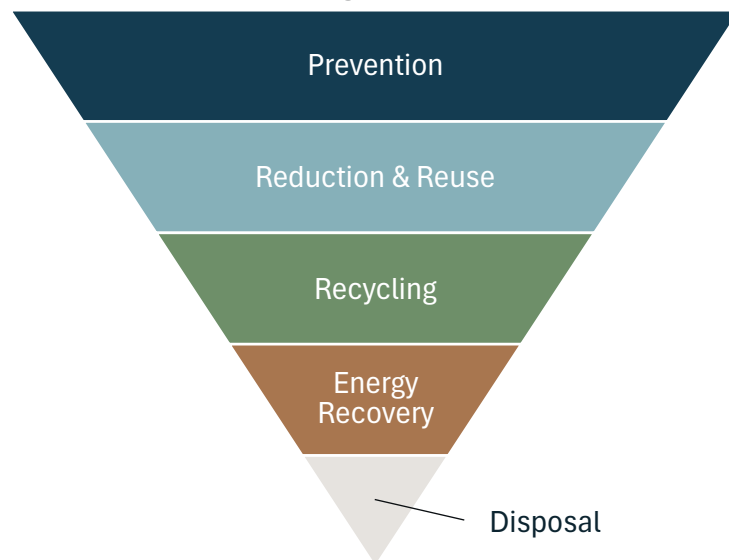
Our Goal

Assess, revise, and maintain waste management plans for all GCF manufacturing facilities to drive waste reduction and maximize resource recovery.

Our Strategy

GCF's waste management approach is designed to minimize environmental impact while maximizing resource efficiency across pulp mill operations. We follow the waste hierarchy – an internationally recognized framework that prioritizes prevention, reduction and reuse, recycling and energy recovery with disposal as a last resort – to support the responsible management of all waste streams. The key elements of our strategy include process optimization, byproduct utilization, hazardous waste control, landfill minimization, compliance and monitoring. As a standalone company, GCF will continue to refine waste management practices and investigate potential innovative solutions to further reduce environmental impact and support circular resource use.

Waste Management Hierarchy



52% of manufacturing waste generated is recovered.

Transforming Pulp Mill Byproducts into Agricultural Value

The Grande Prairie Mill in Alberta, Canada has established a partnership with local landowners to beneficially reuse boiler ash by supplying it for land application as an agricultural soil amendment. Similarly, the Port Wentworth, Georgia Mill diverts select process residuals, including boiler ash, lime, and wastewater treatment plant sludge, to an approved third party for agricultural use on farmland. These programs highlight the importance of working closely with our

local communities to create shared environmental and economic value. By engaging landowners as partners, our mills support local agriculture while ensuring responsible material use that aligns with regional needs and practices. The beneficial reuse of process residuals supports our commitment to waste recovery and reuse, and to a more circular, resource-efficient operation.



Unlocking Value from Waste

Our Gdańsk, Poland fiber converting facility has transformed how they manage waste materials, generating meaningful gains in efficiency, safety, and cost performance. By converting waste fibers into a usable product, the team has shifted what was once a disposal cost into a new revenue stream.

A significant advancement in the facility's waste management program was the installation of a baler and briquetting press. The baler compacts waste plastic wrap generated from pulp rolls into bales that can be sold directly to a recycler. The briquetting press transforms waste fibers into cellulose briquettes, enabling the mill to fully recycle material previously treated as waste subject to disposal costs. The cellulose briquettes are subsequently blended with wood powder by a third-party recycler to produce a composite material used in urban tree-planting projects throughout the Netherlands.

Additional upgrades, including the implementation of new container solutions and a waste compactor, have reduced transportation frequency, lowered logistics

costs and increased recycling efficiency. These improvements also have minimized material handling and reduced forklift use, contributing to overall site safety.

The combined efforts have boosted the value recovered per ton, generated new annual income, and delivered significant operational savings.



Photo of cellulose briquettes generated by waste fibers at the Gdansk Plant.

“With these improvements and our collaboration with the local recycler, we’ve taken an important step toward a circular economy – reducing our carbon footprint, improving safety, and creating value from two waste streams.”

- Anna Jabłońska, EHS Specialist – Gdańsk Plant



Energy Management

Energy management is a critical component of our sustainability strategy, enabling us to reduce environmental impact while improving operational efficiency and resilience. By systematically monitoring, analyzing, and optimizing energy use across our operations, we aim to minimize greenhouse gas emissions and lower energy costs. Through continuous improvement and data-driven decision-making, we are committed to enhancing energy performance and contributing to long-term environmental and business viability.

Our Goal

Reduce energy intensity by prioritizing projects that enhance equipment reliability, improve energy and production efficiencies, and drive process optimization across all operations.

Our Strategy

Our energy management strategy centers on improving energy efficiency and optimizing operational performance across all activities. By leveraging data and continuous monitoring, we identify opportunities to reduce energy consumption, eliminate waste, and enhance process efficiency.

We prioritize upgrading to high-efficiency equipment, refining operational practices, and implementing targeted optimization initiatives. This focused approach enables us to lower energy intensity, reduce emissions, and drive cost-effective, sustainable performance improvements.

GCF's Commitment to Clean Energy

As of October 2025, through an agreement between the Tennessee Valley Authority (TVA), GCF, and 4-County Electric Power Association, our Columbus, Mississippi Mill has been able to provide additional biomass energy generated on site added to the grid. 4-County contracts to purchase that power and uses it to supply its members, including our Columbus Modified Fiber facility. For 4-County Electric Power Association, which serves more than 51,000 members across nine counties, this partnership is more than delivering power. It represents a meaningful step toward connecting communities to cleaner, renewable energy. And for GCF, it reinforces our commitment to strengthen community relations, innovation, resilience, and responsible operations.



Enhancing Energy Efficiency for Long-Term Sustainability

GCF is focused on optimizing thermal and electrical energy use across its pulping, recovery, and drying processes. This is achieved through initiatives that reduce energy consumption per ton of pulp produced, maximize energy recovery from process byproducts such as black liquor, and increase reliance on biomass-based and renewable energy sources.

We have a strong foundation in renewable energy due to our extensive use of biomass-based fuels, with ongoing efforts to further increase the renewable share in our energy mix. Key renewable energy sources include black liquor, which is the primary renewable fuel generated during the pulping process, as well as bark, wood waste, and wastewater treatment plant sludge that are utilized in biomass boilers.

Strategically, GCF is working to maximize energy self-sufficiency through combined heat and power (CHP) or cogeneration systems. We also aim to increase the export of surplus renewable electricity to the grid where applicable, while reducing Scope 1 emissions by decreasing reliance on fossil fuels.

A key distinguishing feature of kraft pulp mills is their use of closed-loop energy systems. These systems enable the recovery of chemicals and energy through the recovery cycle, the reuse of process heat via heat exchanger networks, and the utilization of byproducts as energy inputs. Together, these practices reduce the need for landfill disposal and minimize dependence on external fuel sources.



Compliance & Certifications

GCF integrates environmental responsibility, product safety, and health and wellness considerations into every stage of product innovation and manufacturing to help protect our customers, end users, employees, and the communities where we operate.

Our Goals

Achieve zero significant environmental events (SEEs) at all GCF facilities.

Maintain and expand environmental and product safety certifications to stay aligned with evolving market standards and requirements.

Our Strategy

We maintain compliance with all applicable environmental regulations through a robust Environmental Management System supported by ongoing monitoring, regular audits, employee training, and strong governance oversight. We continuously track regulatory changes, ensure adherence to permit requirements, and implement corrective actions where needed. Our commitment extends beyond compliance, as we actively invest in initiatives that reduce our environmental footprint and enhance long-term sustainability performance.

In 2025, we had zero significant environmental events at our facilities.



44%

of our operational sites hold an ISO 14001
Environmental Management Systems Certificate

Environmental Lighthouse Project

In 2025, we successfully launched and completed our first Environmental Lighthouse Project at our Columbus, Mississippi Mill. A lighthouse project is a focused, short-term initiative with clearly defined and measurable outcomes that serves as a model for similar efforts within a broader transformation journey. This project centered on enhancing system performance and strengthening comprehensive data management across environmental focus areas such as air, water, and waste.

Through this effort, we conducted a thorough evaluation of our existing programs against regulatory obligations, ensuring we not only meet, but consistently exceed expectations. Building on this success, we have continued to expand the lighthouse project framework to additional mills, driving improved environmental performance and tailoring solutions to meet the unique needs of each manufacturing location.



Advancing Cleaner Air Through Responsible Operations

To strengthen emissions control and long-term environmental performance, our New Bern, North Carolina mill executed its largest capital project of the year: replacing their power boiler scrubber with a new scrubber and heat exchanger. The scrubber plays a critical role in removing sulfur dioxide (SO_2), a pollutant formed during fuel combustion, supporting effective emissions control. Completed in seven months, the system was successfully commissioned on schedule in October 2025.

The upgrade enables the mill's power boiler to safely burn non-condensable gases (NCGs), process gases containing sulfur compounds that can contribute to air emissions if left untreated, while reducing demand on the recovery boiler and improving overall reliability. Performance testing confirmed strong results, achieving required emission removal at a lower pH, which is expected to decrease caustic usage over time.

This project highlights the importance of air quality management while showcasing exceptional collaboration across engineering, operations, maintenance, and contractors, positioning the mill for sustainable, long-term success.



Product Stewardship

Given the sensitivity of our product applications, product stewardship and circularity principles are integrated throughout our product development and manufacturing processes. If potential health, safety, or environmental impacts occur, we systematically assess them across the product lifecycle. This approach supports the well-being of the communities we serve by helping to ensure our products are safe, responsibly produced, and minimize environmental impacts throughout their use.

GCF applies a disciplined, risk-based approach to the screening, approval, and management of chemicals used in our products and manufacturing processes. Standard operating procedures, engineering controls, and traceability practices according to ISO 9001 principles are implemented to ensure consistent product safety and regulatory compliance throughout production.

As part of our commitment to environmental responsibility, GCF offers fluff pulp products that are inspected according to well-respected ecolabels, including [Nordic SWAN](#), [EU Flower](#), and [Blue Angel](#).

To verify that our products meet internal standards and applicable regulatory requirements, GCF conducts regular product testing and continually evaluates its testing program using science-based risk assessment principles relative to evolving product safety regulations for the end products in which they are used.

GCF has pursued voluntary certifications to demonstrate its commitment to product safety and circularity. These include **OEKO-TEX® STANDARD 100**, **Asthma Allergy Nordic**, and **Industrially Compostable Certification**.



**STANDARD
100**
2102052
Centexbel



**STANDARD
100**
2102053
Centexbel



**STANDARD
100**
2209217
Centexbel



**STANDARD
100**
2509248
Centexbel



**STANDARD
100**
2509250
Centexbel

OEKO-TEX® STANDARD 100

GCF offers a range of fluff pulp grades from our Flint River (Cert # 2509248), Port Wentworth (Cert # 2509250), New Bern (Cert # 2102052), Franklin (Cert # 2102053), and Riegelwood (Cert # 2209217) mills certified at Centexbel to OEKO-TEX® STANDARD 100 Product Class I, a leading textile safety standard with the strictest requirements for products used with babies and toddlers. Certified grades include NB SuperSoft®, NB SuperSoft® Air®, NB SuperSoft® Air®+, FR SuperSoft®, FR SuperSoft® Air®, FR SuperSoft® Air®+, FL SuperSoft®, FL Elegance®, RQ SuperSoft®, RQ SuperSoft® Odor Control, and PW SuperSoft®.



Asthma Allergy Nordic

Select fluff pulps have Asthma Allergy Nordic certification for hygiene and tissue products where the product compositions have been critically assessed by toxicologists to minimize the risk of skin allergy development.

Industrially Compostable certification of Helix®, Helix® Air®+, SuperSoft®, and SuperSoft® Air®+ validates that the products are compostable in an industrial composting plant under controlled temperature, moisture and time conditions based on the EN 13432 standard – leaving nothing behind but water, biomass, and CO₂.

Innovation is a key enabler of our sustainability strategy. By investing in advanced fiber and biomaterial solutions, optimizing our processes, and fostering cross-functional collaboration, we drive continuous improvement across our operations. In close partnership with customers, we also work to reduce plastics in their products by developing fiber-based alternatives. Together, these efforts allow us to reduce environmental impacts, enhance product performance, and deliver long-term value to our customers and communities.



Social Responsibility

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the region. We serve not
also as a place to drop off
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3 GOOD HEALTH
AND WELL-BEING



8 DECENT WORK AND
ECONOMIC GROWTH



Workplace Safety

Protecting the health, safety, and well-being of employees, contractors, and communities is a fundamental component of our sustainability strategy. We are committed to maintaining safe and healthy working environments by integrating robust health and safety practices into all aspects of our operations.

Our Goal

Achieve zero serious injuries or fatalities (SIF) for employees and contractors.

Our Strategy

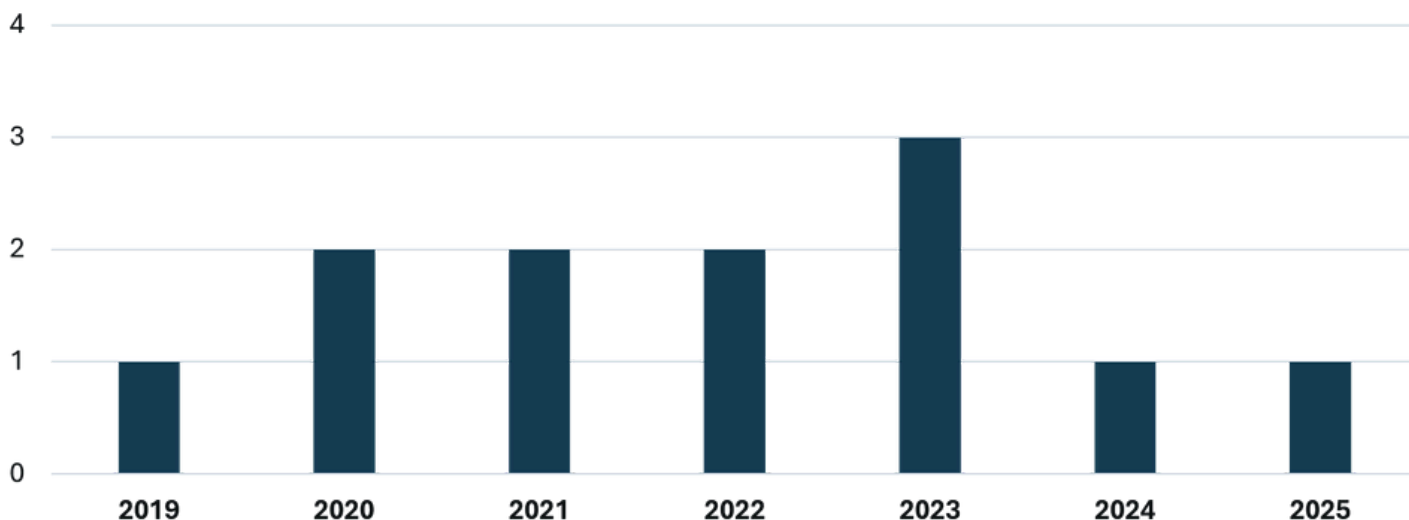
Our approach emphasizes risk prevention and continuous improvement, supported by strong leadership accountability and active employee engagement. Through systematic hazard identification, training, and performance monitoring, we foster a proactive safety culture where everyone shares responsibility for preventing incidents and promoting well-being. By prioritizing health and safety,

we not only safeguard our workforce but also strengthen operational resilience and advance our broader commitment to responsible and sustainable business practices.

Our comprehensive approach to identify and manage work-related hazards with the potential for serious injuries and fatalities (SIFs) or other injuries is inclusive of all workers whose activities are covered under our operational control, including employees, contractors, and on-site service providers engaged in operational activities. This ensures clarity in the scope of disclosure while maintaining a strong commitment to safe working conditions across all activities connected to our operations.

We also proactively identify SIF Potentials (SIFp), situations that could result in severe injuries without swift intervention. Catching potential hazards before they cause harm helps us focus on stronger prevention by prioritizing the most critical risks and creating a safer environment for everyone.

Number of SIFs per Year



Our Commitment to Safety

A comprehensive Health and Safety (H&S) Management Plan has been implemented across operations to ensure the well-being of employees, contractors, and stakeholders. The plan establishes a structured framework for identifying, assessing, and mitigating workplace risks, while promoting a proactive safety culture.

Implementation includes defined policies, standardized procedures, regular training, and performance monitoring to ensure compliance with applicable regulations and alignment with industry best practices. Continuous improvement mechanisms such as audits, incident reviews, and employee engagement are embedded in our culture to strengthen effectiveness and adaptability. The plan is reviewed each year and updated regularly to reflect evolving risks and opportunities. Through this approach, we reinforce our commitment to safeguarding human health, minimizing operational risks, and supporting sustainable, responsible business practices.

Scope

Our H&S Management Plan, safety requirements, and site rules apply to all individuals and operations under our control, including full-time, part-time, and temporary employees, as well as contractors, subcontractors, on-site service providers, vendors, and visitors subject to communicated safety requirements and site rules. All covered workers must comply with applicable safety policies, procedures, and training as a condition of site access.

While the H&S Management Plan is intended to cover all workers, activities, and workplaces under our direct control, certain limited exclusions apply, including off-site contractor-controlled workplaces that operate entirely outside our oversight, public or shared areas where we lack authority to enforce safety requirements, and independent transport and logistics providers whose activities occur outside GCF sites.

In these cases, contractors are expected to maintain compliant safety programs, and we implement interface management controls, such as contractor prequalification, contractual safety requirements, audits, and coordination procedures to ensure risks are appropriately managed.



Third-Party Risk Management

GCF uses a risk-based approach to identify, assess, and manage H&S risks associated with external parties by implementing measures such as contractor and supplier prequalification, joint hazard identification and risk assessments for high-risk activities, clearly defined roles and responsibilities in contracts, and full integration of contractors into site safety systems. Preventive measures include standardized safety requirements, competency-based training, ongoing supervision, incident reporting and investigation, and empowerment of all workers with stop-work authority, alongside continuous improvement efforts driven by performance tracking, audits, and shared learning.

Hazard Identification

GCF recognizes that certain operational hazards have the potential to cause SIFs and therefore prioritizes them within our H&S Management Plan through enhanced controls and monitoring. Key high-consequence hazards include exposure to hazardous chemicals, confined space entry risks, high-energy mechanical interactions, thermal and pressure systems, work at heights, mobile equipment interactions, electrical hazards, and failures in lockout/tagout procedures. These hazards are systematically identified and classified using a structured, risk-based approach that incorporates hazard identification and risk assessments, job safety analyses, incident and near-miss reviews, process hazard analyses, regulatory guidance, and input from employees and contractors, with risks evaluated based on severity and likelihood. To manage these hazards, GCF implements robust preventive measures such as engineering controls, strict permit-

to-work systems, critical risk standards and life-saving rules, competency-based training, and ongoing verification through audits and supervision, ensuring that high-consequence risks are consistently identified, prioritized, and controlled to protect workers across all operations.

Implementation Across Operations

H&S assessments are implemented across all GCF operational facilities to ensure consistent identification, prevention, and control of workplace hazards. During the reporting period, these activities were carried out at all operational facilities, while smaller or non-operational locations, such as administrative offices, implemented appropriately scaled measures, ensuring consistent application of the H&S Management Plan and reinforcing GCF's commitment to maintaining a safe and healthy work environment across all locations.



New Bern Mill Turns Hazard into Safe Rescue Solution

After a medical emergency involving a team member operating a log stacker, the Woodyard Team at the New Bern, North Carolina Mill identified the need for a specialized rescue plan for large equipment where height, size and confined spaces can create unique rescue challenges.

New Bern's Medical Emergency Response Team (MERT) consulted with peers and experts, assessed scenarios and field-tested multiple extraction methods to create a written rescue plan and hands-on training. All 38 MERT members participated in training, which lasted just over four weeks, strengthening emergency readiness and operator confidence.

This effort exemplifies a high-performing safety culture where employees identify risk, involve the right people, and execute a disciplined approach to protect people and sustain operational resilience.



Flint River Mill Opens New Employee Walking Trail

As part of our ongoing commitment to employee health, safety, and well-being, the Flint River Mill in Oglethorpe, Georgia developed a 0.8-mile employee walking trail to provide employees with a safe and accessible space for physical activity. They held a dedicated opening event, where employees participated in a group walk, reinforcing the importance of physical activity, connectivity, and a culture of well-being in the workplace.

The trail is now available for daily use by all Flint River Mill employees, supporting continuous investment in workforce health and engagement.



Employee Experience & Engagement

Fostering employee engagement is essential for building a motivated workforce and sustaining organizational growth, making it a key priority for GCF.

Our Goals

Implement training across all GCF facilities, emphasizing the importance each role plays in our sustainability journey.

Regularly gather employee feedback through surveys and ongoing dialogue, using insights to improve the workplace experience and address emerging needs.

Our Strategy

We are committed to delivering a meaningful employee experience and fostering engagement across our workforce, recognizing that our people play a critical role in achieving business objectives. Our approach focuses on creating an environment where employees can contribute meaningfully, develop their capabilities, and perform at a high level. Through regular engagement surveys and ongoing feedback, we assess

employee sentiment and identify opportunities to strengthen the workplace experience.

We continue to invest in development, promote internal mobility, and prioritize the retention of critical talent in key roles. At the same time, we support employee well-being, inclusion, and a culture grounded in accountability and performance, while upholding our [Human Rights Policy](#) to ensure all employees are treated with dignity and respect. This balanced focus enables us to attract, engage, and retain the talent needed to drive long-term, sustainable value. Our strategy is to build a strong employee experience that supports engagement, capability development, and sustainable performance across our workforce. We focus on creating an environment where employees can contribute effectively, grow their skills, and feel supported in delivering business results.

Through this strategy, we aim to attract, engage, and retain a high-performing workforce, reinforcing our ability to deliver sustainable value for our stakeholders.

Strengthening engagement and employee voice	Developing talent and building critical capabilities	Supporting well-being and an inclusive work environment	Retaining critical talent in key roles
We regularly gather employee feedback through surveys and ongoing dialogue, using insights to improve the workplace experience and address emerging needs.	We have a focus on learning and development to ensure employees have the skills required to meet evolving business demands and future growth opportunities.	We promote a culture that values safety, well-being, and inclusion, enabling all employees to perform at their best and contribute to team success.	We take a focused approach to retention, prioritizing roles and capabilities that are critical to our operating agenda and long-term performance.

Feedback Matters

In the first quarter of 2025, GCF launched a six-question employee engagement survey to establish baseline engagement scores for each site and for the company overall. This initial survey garnered 86% participation, and the results reflect a strong overall level of employee sentiment across key areas of the employee experience, with an average of 75% favorable responses, indicating broad confidence in leadership, management, and the overall work environment.

Insights gathered are helping shape action plans to improve the employee experience. With continued feedback and involvement from our team members, we can build a workplace where everyone feels engaged, valued, and empowered to succeed.



Employee Training & Development

GCF has robust maintenance training programs for Mechanical (MPM) and Instrument & Electrical Precision Maintenance (IEPM), driving business results by building the skills, ownership, and consistency needed to reduce process variability and improve asset reliability. Our pulp mills regularly host training for technicians and for future trainers, reinforcing a “fix it once and fix it right” mindset.

These sessions equip employees with the tools to perform work safely, precisely, and efficiently while expanding internal capability through knowledge sharing. By working with our teams to increase their expertise in installing and maintaining equipment properly, we will continue to increase the effectiveness of our programs.

Celebrating Mental Health Awareness Month

The New Bern, North Carolina Mill hosted “May Days,” a month-long initiative promoting mental health breaks throughout Mental Health Awareness Month. During every shift in May, team members enjoyed ice cream, yard games, puzzles, popcorn, stress relief giveaways, and information on mental health.

While May Days provides a dedicated opportunity to raise awareness and encourage well-being, GCF supports employee mental health year-round through ongoing wellness resources and our employee assistance program.



Fighting Period Poverty

For the past five years, GCF teams have proudly partnered with local agencies and schools to provide feminine care kits to disadvantaged girls and women in communities where we operate.

Our Period Poverty initiative gives us the opportunity to support an often-overlooked issue in our communities while highlighting our fluff pulp, which goes into diapers, wipes, feminine care and other absorbent products. This signature program started as a partnership with Procter & Gamble’s Always® brand.



Volunteers gather to pack feminine care kits at each location to be distributed to area schools and non-profit groups that in turn get them in the hands of women and girls in need. These efforts reflect the compassion and commitment of our employees across GCF. Together, we’re making a meaningful difference for women and girls in the communities we call home.

Combating Human Trafficking

GCF's Port Wentworth, Georgia Mill proudly supports the Savannah Interagency Diversity Council (SIDC) and their efforts to address human trafficking in the Savannah area and Southeastern Georgia. Andrea Williams, Port Wentworth Mill Quality Assurance Manager, was honored to accept an award from SIDC Chairman William Gettis in recognition of the mill's commitment to supporting these efforts.



Strengthening Connections from Classrooms to Careers

In partnership with the Mississippi Forestry Association, the Columbus, Mississippi Mill hosted career coaches from 17 school districts across North Mississippi as part of an ongoing effort to strengthen connections between schools, communities, and industries like ours.

In Mississippi, career coaches play a unique and vital role beyond helping students plan for their futures. They actively bridge the gap between education and employment, connecting schools with local businesses that can provide internships, part-time jobs, job-shadowing experiences, and skill-based training programs.

During their visit, the career coaches spent time learning about the wide range of career paths available with GCF. Mill employees led a tour of the facility, sharing not only an inside look at our operations but also their own personal journeys, from co-ops and internships to full-time careers that align with their interests and talents.

Events like this highlight the power of collaboration and outreach. By working together with educators and community leaders, we're helping to inspire the next generation of skilled professionals and showing that careers in manufacturing offer growth, stability, and purpose.



Connecting Community and Nature

As part of our commitment to environmental stewardship and community investment, the Franklin Mill donated 21 acres of riverfront property to the City of Franklin, Virginia, for Riverwalk Park. Within walking distance of downtown, the park expands public access to the Blackwater River and offers walking trails, a kayak launch, picnic pavilion, and native trees and plants. It also complements Barrett's Landing, another riverfront property donated by the mill in the mid-1990s. Riverwalk Park reflects a long-term partnership among the mill, the City of Franklin, and community stakeholders to turn

underused riverfront land into a public asset. Since 2020, GCF and the Franklin Mill have invested more than \$150,000 through the Franklin Department of Parks & Recreation to improve parks, public spaces, and community facilities. In 2025, 150 volunteers planted trees in Riverwalk Park, improved Armory Playground, and enhanced the gateway between Franklin and Isle of Wight County. Riverwalk Park reflects GCF's continued commitment to the people, places, and natural resources that support long-term community well-being.



Supply Chain Practices

Sustainable procurement is a critical component of our broader sustainability strategy and a key driver of responsible business practices across our value chain. We recognize that the products and services we source have far-reaching environmental, social, and economic impacts, and we are committed to ensuring that our procurement decisions reflect our values of accountability, transparency, and long-term stewardship.

Our Goals

Collaborate with suppliers to promote responsible sourcing and support underrepresented groups, such as minorities, veterans, and individuals with disabilities.

Engage with suppliers that share a commitment to reducing GHG emissions and actively work with customers, partners, and organizations to drive meaningful progress.

Our Strategy

Our supply chain strategy leverages available resources to identify and engage qualified suppliers through sourcing events, safety and supply chain forums and other procurement activities while also educating suppliers on the importance of responsible resource stewardship, including reducing GHG emissions and the shared value it creates.

This approach is reinforced by our [Third Party and Supplier Code of Conduct](#), which establishes clear expectations for environmental stewardship, workplace safety, and ethical business practices across our suppliers and their extended supply chains. These expectations support responsible sourcing and advance our broader commitments to sustainability, integrity, and long-term value creation.



Supplier Engagement

We recognize that meaningful progress towards a low-carbon economy requires active collaboration across our value chain. As such, we engage our suppliers as strategic partners in identifying and implementing opportunities to reduce our Scope 3 GHG emissions.

By fostering ongoing dialogue and integrating sustainability criteria into sourcing decisions, we aim to drive continuous improvement and innovation across our supply base, contributing to a more resilient and low-carbon supply chain.





From Stewardship to Supply Chain

Twenty-five members from our Sourcing and Supply Chain team took part in a woods tour near the Columbus, Mississippi Mill, exploring how fiber supply connects to sustainability and mill operations while discussing certification, safety, and responsible forestry practices. They gained insight into silviculture, environmental

stewardship, harvesting, conservation efforts, quality standards, and the economics of logging. The experience concluded with a mill tour, bringing the journey full circle by illustrating how forest fiber becomes finished product and reinforcing the connection between sustainable forestry and our business.

ETHICAL GOVERNANCE

8 DECENT WORK AND
ECONOMIC GROWTH



Sustainable Leadership & Transparency

Sustainable leadership is central to how we create long-term value for our business, our stakeholders, and the communities and ecosystems in which we operate. It goes beyond traditional management approaches by embedding environmental stewardship and strong governance into every decision we make.

At its core, sustainable leadership means aligning our strategy with principles that support both present and future business needs. By weaving sustainability into the fabric of our organization, we not only mitigate risks but also unlock opportunities for innovation, efficiency, and growth.

Transparency and continuous improvement are fundamental to our business. We regularly measure, evaluate, and report on our sustainability performance,

using data-driven insights to refine strategies and guide future actions. Stakeholder engagement further informs our approach, ensuring that our strategy remains responsive, relevant, and impactful.

Our Goals

Engage our employees on sustainability initiatives and related customer requirements to promote collaboration and improvement.

Develop a company environmental and social responsibility program to share what we do best with the world through our people, products and partnerships with customers and communities.

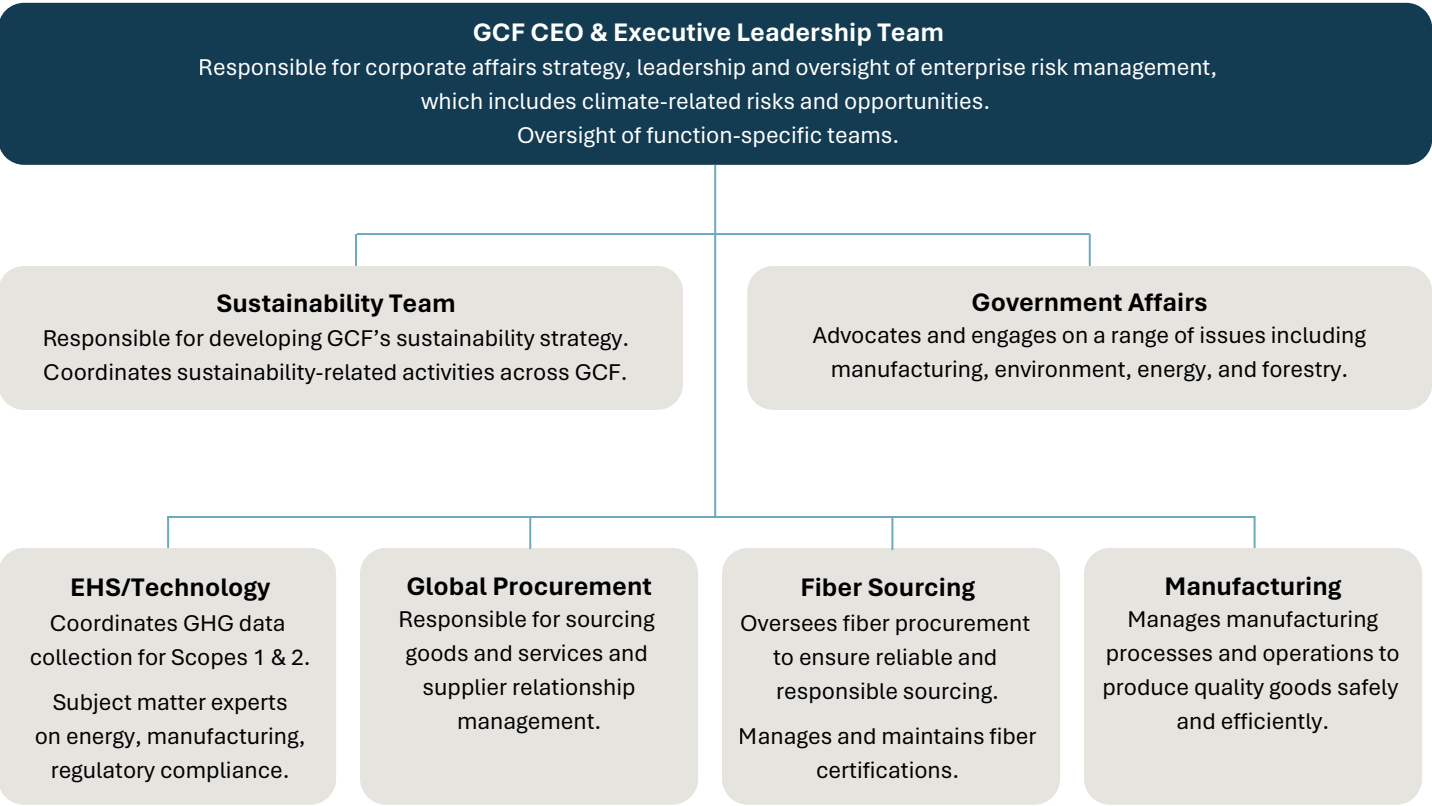


Our Strategy

Our leadership approach emphasizes collaboration, adaptability, and continuous improvement. We recognize that meaningful progress requires engagement across all levels of the organization, as well as partnerships with customers, suppliers, and communities. Through clear goals, measurable performance indicators, and regular reporting, we hold ourselves accountable for delivering on our sustainability commitments. Ultimately, sustainable leadership is about creating enduring value, balancing

economic success with environmental protection as we strive to lead responsibly and contribute positively to the communities we operate in. We are taking a phased approach to building our environmental and social responsibility program – starting with focused, high-impact initiatives and expanding over time. Our efforts will prioritize programs that align with our people, products, and partnerships, addressing community needs while delivering measurable outcomes.

Our Sustainability Governance Structure



Our Business Practices

Ethics and compliance are at the core of what we do here at GCF. Our [Code of Conduct](#) supplies the tools needed as we work together to build our business on a foundation of ethics and integrity. It also serves as a compass that provides guidance in all types of

situations. It gives us direction on acting honestly, operating with integrity, treating each other with respect, and promoting a culture of openness and accountability wherever we do business around the world.

Data Security

We are committed to the responsible management and protection of information across all aspects of our business where we have operational control.

Our approach to data security is grounded in robust governance, risk management, and continuous improvement to ensure the confidentiality, integrity, and availability of sensitive information.

We maintain policies, procedures, and technical controls to safeguard data from unauthorized access or misuse, covering the collection, storage, and use of information. These requirements apply to our employees and third-party partners. Data security oversight is managed through established governance structures, with clear roles and accountability for risk management and policy implementation.

To strengthen our information security program, we maintain controls aligned with applicable regulatory requirements and the NIST Cyber Security Framework. We also continuously evaluate and enhance our systems and promote awareness by embedding data protection principles and privacy by design into our day-to-day operations.

Through these efforts, we aim to build trust with our stakeholders, protect critical business and customer information, and support the resilience and integrity of our operations and supply chains.

Sustainable Leadership in Action

Our Grande Prairie, Alberta Mill hosted an important roundtable discussion with national and provincial forest industry leaders from the Forest Products Association of Canada (FPAC), the Alberta Forest Products Association (AFPA), and the British Columbia Council of Forest Industries (COFI). The agenda was full, with productive discussion around pressing industry topics ranging from logistical challenges to caribou habitat mitigation strategies and the implications of the European Union Deforestation Regulation (EUDR). Community support and engagement were also key themes.

The mill values its strong relationships with FPAC, AFPA, and COFI, which play a vital role in advocating for our industry at both provincial and federal levels. Grande Prairie Mill Manager Lyman Rorem, currently serves as a Board Member of FPAC, while Mill Controller Wade Doris sits on the AFPA Board, reinforcing our active role in shaping the future of Canada's forest sector.



GCF Grande Prairie Mill Manager, Lyman Rorem (middle), receiving AFPA President's Health and Safety Award from AFPA President & CEO, Jason Krips (right), and AFPA Director, Raymond Gendi (left).



Key Performance Indicators

Climate Resilience

GHG Management	
Parameter	2025 Unit
Gross Scope 1 emissions	8,497,728 Metric Ton CO ₂ e
Fossil	859,407 Metric Ton CO ₂ e
Mobile	23,662 Metric Ton CO ₂ e
Landfill	285,454 Metric Ton CO ₂ e
Biogenic	7,329,205 Metric Ton CO ₂ e
Gross Scope 2 emissions – location-based	67,933 Metric Ton CO ₂ e
Gross Scope 2 emissions – market-based	634,777 Metric Ton CO ₂ e
Purchased electricity	67,933 Metric Ton CO ₂ e
RECs	566,844 Metric Ton CO ₂ e
Operational sites with life cycle assessments performed	100 %

Environmental Stewardship

Forests & Biodiversity	
Parameter	2025 Unit
Fiber procured according to third-party certification	46 %
Fiber procured from verified forest supply chains aligned with recognized controlled sourcing standards	100 %

Water Management	
Parameter	2025 Unit
Total water withdrawal	150,717,621 Cubic Meters
Surface water	111,501,163 Cubic Meters
Groundwater	25,621,162 Cubic Meters
Public-source	20,017,970 Cubic Meters
Provided to third-party	6,422,674 Cubic Meters
Total water discharge	146,273,824 Cubic Meters
Surface water	144,429,800 Cubic Meters
Municipal third-party	351,678 Cubic Meters
Other	1,492,346 Cubic Meters
Total water consumption	4,443,797 Cubic Meters
Total weight of pollutants emitted to water	
Absorbable organic halides (AOX)	186 Metric Tons
Chemical oxygen demand (COD)	42,432 Metric Tons
Biological oxygen demand (BOD)	3,218 Metric Tons
Total suspended solids (TSS)	3,158 Metric Tons
Total nitrogen	675 Metric Tons
Total phosphorous	142 Metric Tons
Operational sites where water risk assessments performed	100 %

Key Performance Indicators

Environmental Stewardship

Waste Management	
Parameter	2025 Unit
Total manufacturing waste generated	333,020 Metric Tons (Moisture Free)
Waste disposed	
On-site landfill	152,525 Metric Tons (Moisture Free)
Third-party landfill	2,541 Metric Tons (Moisture Free)
Other	4,930 Metric Tons (Moisture Free)
Waste recovered	
Recycled	0 Metric Tons (Moisture Free)
Beneficial use	147,834 Metric Tons (Moisture Free)
Burned on-site as fuel	25,190 Metric Tons (Moisture Free)
Total non-manufacturing waste generated	16,118 Metric Tons (As Is)
Waste disposed	
On-site landfill	11,067 Metric Tons (As Is)
Third-party landfill	4,629 Metric Tons (As Is)
Other	0 Metric Tons (As Is)
Waste recovered	
Recycled	422 Metric Tons (As Is)
Beneficial use	0 Metric Tons (As Is)
Total hazardous waste	3.8 Metric Tons (As Is)
Total universal waste	2.0 Metric Tons (As Is)
Total special waste	36 Metric Tons (As Is)
Total recycled metal	1,727 Metric Tons (As Is)
Total recycled oil	227 Cubic Meters
Energy Management	
Parameter	2025 Unit
Fuel consumed	98,427,142 GJ
Fossil	16,423,436 GJ
Biomass	82,003,706 GJ
Net electricity consumed	8,525,149 GJ
Generated electricity	9,487,776 GJ
Purchased electricity	762,093 GJ
Sold electricity	1,724,720 GJ
Steam Consumed	67,368,656 GJ
Steam generated	67,728,423 GJ
Steam sold	359,767 GJ

Key Performance Indicators

Environmental Stewardship

Air Quality	
Parameter	2025 Unit
Total weight of pollutants emitted to air	
Particulate matter (PM) - filterable	1,615 Metric Tons
Sulfur dioxide (SO ₂)	1,532 Metric Tons
Nitrogen oxides (NO _x)	5,162 Metric Tons
Volatile organic compounds (VOCs)	5,502 Metric Tons

Compliance & Certifications	
Parameter	2025 Unit
Total Significant Environmental Events (SEEs)	0# of SEEs
Operational sites with ISO 14001 Certificate – Environmental Management Systems	44%
Operational sites who completed environmental training	100%

Social Responsibility

Workplace Safety	
Parameter	2025 Unit
Total recordable incident rate (TRIR)	1.22 #/200,000 Hours
Lost workday incident rate (LWIR)	0.25 #/200,000 Hours
Serious Injuries or Fatalities (SIFs)	1 # of SIFs
Work-related fatalities	0 # of Fatalities
Work-related accidents	39 # of Accidents
Lost workdays	696 # of Days
Total hours worked	6,377,776 Hours
Employees who completed safety training	100 %
Operational sites where health & safety assessments performed	100 %

Employee Experience & Engagement	
Parameter	2025 Unit
Employee engagement score	75%
Employee turnover rate	9.9 %

Supply Chain Practices	
Parameter	2025 Unit
Targeted suppliers who signed GCF's Supplier Code of Conduct	100 %
Targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements	100 %

Closing Statements

As we conclude our inaugural sustainability report, 2025 stands as a defining year for GCF – one marked by significant change, renewed focus, and the continued strength of our people. The announcement of the intended sale of GCF and the work to establish independent operations brought complexity and momentum to our business. Through it all, our commitment to sustainability remained steady and deeply woven into how we operate, innovate, and grow.

Since becoming an independent company, we have continued to operate safely, meet customer expectations, and deliver high-quality pulp every day. That progress reflects the resilience, accountability, and shared purpose across our organization, and it gives us a strong foundation for the future.

Our products play an essential role in everyday life, supporting health, hygiene, and well-being for people across all stages of life and in communities around the world. That responsibility underscores the

importance of accountability and transparency and shapes the expectations we set for ourselves and reinforces the importance of advancing sustainable practices across our operations, supply chain, and innovation efforts.

Guided by our materiality assessment and aligned with globally recognized frameworks, we are advancing performance across climate, environmental stewardship, social responsibility, and governance. We will pursue sustainable growth through operational excellence, responsible resource management, and continuous improvement. These efforts are essential to meeting stakeholder expectations, but also strengthen our ability to anticipate risks, adapt to change, and remain resilient in an evolving business environment.

As we begin this new chapter as an independent company, our path forward is clear: sustainability is not just part of our business – it is interwoven in how we work, how we serve customers, and how we create value. It is, and will remain, in our fiber.

2025 was a year of significant change for GCF, highlighted by the completion of our intended sale of GCF in January 2026. Throughout the transformation to an independent company, our commitment to sustainability remained unwavering and integrated into all of our operations. The focus on running safely, meeting customer expectations, and delivering high-quality pulp every day, speaks volumes about the people who are part of and make up GCF.

As we chart our path as a standalone company, we are embracing the opportunity to define our future by sharpening our focus, strengthening accountability, and embedding sustainability deeper into the way we operate, innovate, and grow.



Kyle Smith
Senior Vice President – Commercial,
Global Cellulose Fibers

Appendix

SASB Content Index

Our reporting aligns with the Sustainability Accounting Standards Board (SASB) disclosure topics and metrics for the Pulp and Paper Products standard. This SASB content index covers data from the 2025 calendar year, January 1 – December 31.

Code	Category	Metric	2025 Response	Unit
Greenhouse Gas Emissions				
RR-PP-110a.1	Quantitative	Gross global Scope 1 emissions	See GHG metrics under Key Performance Indicators section	Metric Tons (MT) CO ₂ e
RR-PP-110a.2	Discussion and Analysis	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions Emissions reduction targets, and an analysis of performance against those targets	See Greenhouse Gas Management section	N/A
Air Quality				
RT-CP-120a.1	Quantitative	NO _x (excluding N ₂ O)	See air quality metrics under Key Performance Indicators section	MT
		SO ₂		MT
		Volatile Organic Compounds (VOCs)		MT
		Particulate Matter (PM)		MT
Energy Management				
RR-PP-130a.1	Quantitative	Total energy consumed ³	174,320,947 – see energy metrics under Key Performance Indicators section for more details	Gigajoules (GJ)
		Percentage of grid electricity ⁴	0.8	Percentage (%)
		Percentage of biomass ⁴	83 – risks associated with use of biomass as an energy source are addressed under sections Forests & Biodiversity and Compliance & Certifications	%
		Percentage from other renewable energy	N/A	%
		Total self-generated energy	77,216,199	GJ
Water Management				
RR-PP-140a.1	Quantitative	Total water withdrawn	150,718	Thousand cubic meters (m ³)
		Total water consumed	4,444	Thousand m ³
		Percentage of water withdrawn in regions with High or Extremely High Baseline Water Stress	49	% by Volume
		Percentage of water consumed in regions with High or Extremely High Baseline Water Stress	50	% by Volume
RR-PP-140a.2	Discussion and Analysis	Description of water management risks and discussion of strategies and practices to mitigate those risks	See Water Management section	

³This energy consumed includes fuel usage, steam, and electricity. The steam and a portion of the electricity are generated onsite.

⁴The percent grid electricity and biomass are calculated based on energy inputs only and not total energy consumed defined under RR-PP-130a.1 to avoid double counting.

SASB Content Index

Code	Category	Metric	2025 Response	Unit
Greenhouse Gas Emissions				
RR-PP-430a.1	Quantitative	Percentage of wood fiber sourced from third-party certified forestlands and percentage to each standard	46% of total wood fiber procured is from forests managed to the FSC or PEFC chain of custody (COC) requirements	% by Weight
RR-PP-430a.1	Quantitative	Percentage of wood fiber sourced from meeting other fiber sourcing standards and percentage to each standard	100% of total wood fiber sourced meets FSC Controlled Wood and PEFC Controlled Sources standards	% by Weight
RR-PP-430a.2	Quantitative	Amount of recycled and recovered fiber procured	N/A, GCF does not utilize recycled input materials or recovered fiber, except for byproducts produced internally by the organization	MT
Activity Metrics				
RR-PP-000.A	Quantitative	Pulp production	2,380,365	Air-Dried Metric Tons (ADMT)
RR-PP-000.B	Quantitative	Paper production	N/A, GCF does not produce paper	ADMT
RR-PP-000.C	Quantitative	Total wood fiber sourced	11,205,903	MT



Contact Us

Global Cellulose Fibers

Corporate Headquarters

6400 Poplar Avenue

Memphis, TN 38197

www.globalcellulosefibers.com

GCFSustainability@gcfibers.com