



Seale & Associates

PACKAGING SOLUTIONS INDUSTRY
VALUATION UPDATE
Q1 2026

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Introduction

We are pleased to share our Packaging Solutions Industry Valuation Multiples Update for Q1 2026.

At Seale & Associates, we are committed to providing process-driven solutions designed to optimize value and achieve our client's strategic objectives in a range of transactions, including **Mergers, Acquisitions, Divestitures and Carve-Outs, Business Sales, Recapitalizations, and Joint Ventures**, among other corporate finance and strategy consulting services.

Over the course of 25+ years, we have successfully served clients all over the world, and we are delighted to continue providing investment banking advisory services to our clients who are looking to grow through acquisitions or optimize their portfolios through strategic divestitures.

Seale has extensive experience advising leading multinational companies, private equity firms, and family-owned businesses across a wide range of industries.



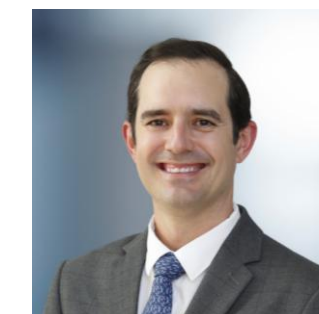
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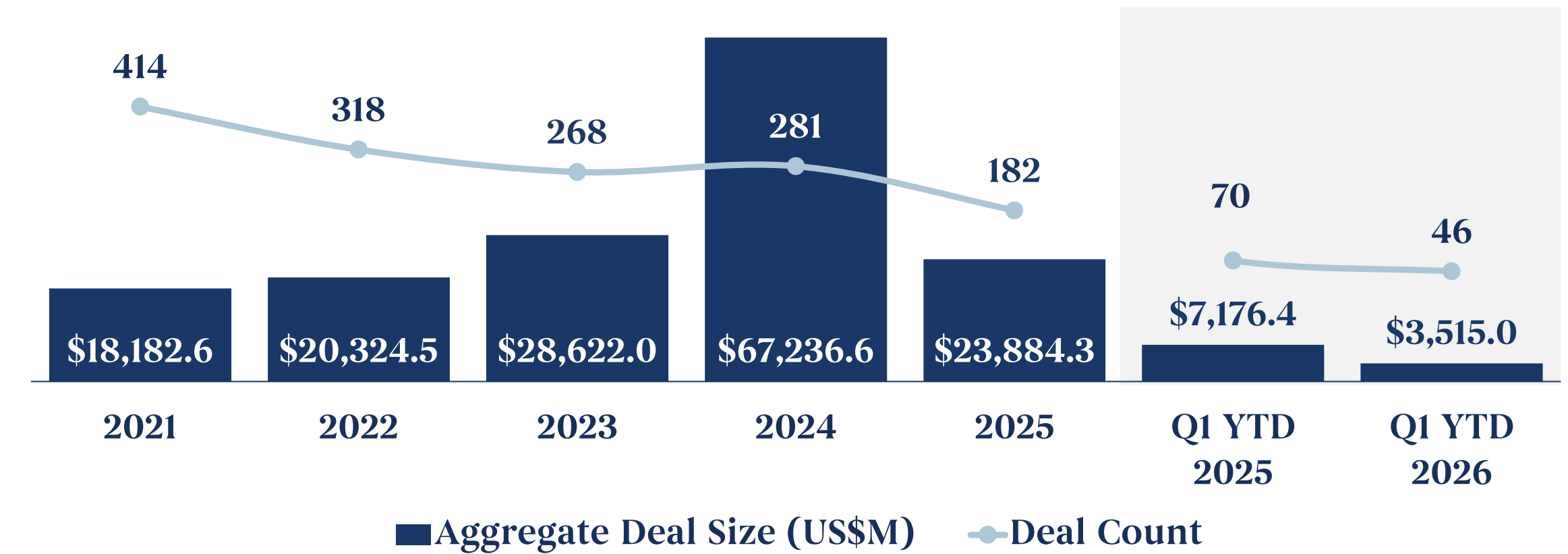
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Packaging Solutions Industry Overview

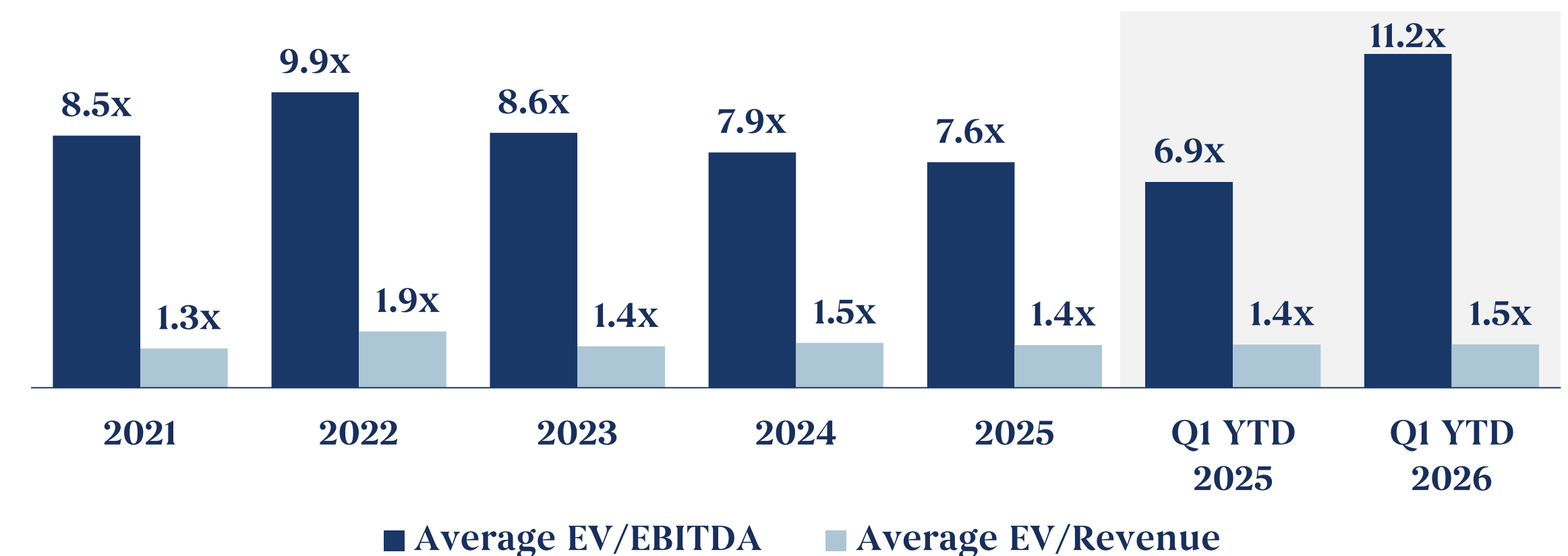
M&A Trends and Market Intelligence

- **The global packaging market is estimated at approximately US\$1,220.4B in 2026** and is projected to **reach around US\$1,443.9B by 2031**, reflecting a **CAGR of 3.42%**. Growth remains supported by packaging’s essential role across food, beverage, pharmaceutical and e-commerce applications
- **Market expansion is being driven by sustainability-linked purchasing commitments, growth in e-commerce parcel volumes and increasing adoption of recyclable and mono-material packaging solutions.** **Regulatory restrictions on single-use plastics** and corporate sustainability targets **continue accelerating investment in lightweight and circular packaging materials**
- **Digitalization and material innovation continue reshaping the competitive landscape**, as brands adopt digital identifiers, smart packaging technologies and advanced printing capabilities to improve traceability and consumer engagement. **Manufacturers are also expanding capabilities in flexible packaging and paper-based formats** to address evolving end-market demand
- **M&A activity in the paper and packaging industry remains active**, with **transactions increasingly focused on complementary geographies, portfolio expansion and value-chain integration.** Companies are continuing to pursue consolidation strategies in packaging, converting and containerboard markets to strengthen scale and operational positioning
- **Strategic buyers are prioritizing acquisitions that enhance product capabilities, expand downstream exposure and improve cost efficiency through synergies.** Consolidation efforts are increasingly concentrated in flexible packaging, sustainable solutions and regional expansion opportunities across North America and Europe.

Packaging Solutions Industry M&A Deal Size and Volume









Packaging Solutions Industry M&A Average EV/EBITDA and EV/Revenue












Diversified Packaging Solutions - Global Comparable Public Companies

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026		
						2024	2025	EV/EBITDA	EV/Revenue	
CCL Industries	 CAN	\$10,822	\$11,727	\$5,490	21.1%	10.5x	9.9x	10.1x	2.1x	
Crown Holdings	 USA	\$11,127	\$17,018	\$12,737	16.8%	9.0x	8.5x	7.9x	1.3x	
Dongwon Systems	 KOR	\$478	\$676	\$903	11.8%	9.5x	7.1x	6.4x	0.7x	
Greif	 USA	\$3,545	\$4,584	\$4,263	13.5%	7.3x	7.2x	7.9x	1.1x	
Richards Group	 CAN	\$228	\$298	\$312	13.4%	6.0x	6.9x	7.1x	1.0x	
Toyo Seikan Group	 JPN	\$3,345	\$4,224	\$5,945	11.0%	6.3x	6.2x	6.5x	0.7x	
TriMas Corporation	 USA	\$1,353	\$1,847	\$662	10.4%	10.2x	11.7x	26.8x	2.8x	
Wipak	 CAN	\$1,897	\$1,579	\$1,121	20.9%	7.1x	6.3x	6.7x	1.4x	
■ Excluded from mean						Mean	8.2x	7.4x	7.5x	1.2x
						Median	8.2x	7.2x	7.5x	1.2x

Glass Packaging Solutions - Global Comparable Public Companies

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026	
						2024	2025	EV/EBITDA	EV/Revenue
Cristalerías de Chile	 CHL	\$165	\$548	\$404	9.9%	16.8x	13.4x	13.7x	1.4x
Ishizuka Glass	 JPN	\$85	\$220	\$374	15.5%	4.7x	4.5x	3.8x	0.6x
Nihon Yamamura Glass	 JPN	\$181	\$260	\$444	11.6%	3.9x	5.5x	5.1x	0.6x
O-I Glass	 USA	\$1,601	\$6,188	\$6,399	18.8%	5.1x	6.1x	5.2x	1.0x
Verallia Société Anonyme	 FRA	\$2,375	\$4,571	\$3,841	22.2%	4.9x	5.9x	5.4x	1.2x
Vetropack Holding	 CHE	\$561	\$745	\$978	15.2%	5.1x	5.4x	5.0x	0.8x
Vidrala	 ESP	\$3,111	\$3,288	\$1,743	27.9%	9.2x	7.8x	6.8x	1.9x
Vitro	 MEX	\$149	\$228	\$284	20.4%	3.8x	7.2x	3.9x	0.8x
Zignago Vetro	 ITA	\$708	\$898	\$505	20.7%	7.1x	9.0x	8.6x	1.8x





■ Excluded from mean

Mean	5.5x	6.4x	5.5x	1.0x
Median	5.1x	6.1x	5.2x	1.0x

Source: Capital IQ

Metal Packaging Solutions - Global Comparable Public Companies







The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026 EV/		
						2024	2025	EBITDA	Revenue	
Ardagh Metal Packaging		LUX	\$2,421	\$6,332	\$5,733	12.6%	8.8x	7.7x	8.7x	1.1x
Ball Corporation		USA	\$15,732	\$21,891	\$13,667	15.7%	11.4x	10.2x	10.2x	1.6x
Hokkan		JPN	\$172	\$438	\$570	NM	5.1x	5.5x	NM	0.8x
Silgan Holdings		USA	\$4,091	\$7,628	\$6,578	16.6%	9.0x	9.3x	7.0x	1.2x
						Mean	9.7x	8.2x	8.6x	1.2x
						Median	8.9x	8.5x	8.7x	1.1x

■ Excluded from mean
NM: Not Measurable











Plastic Packaging Solutions - Global Comparable Public Companies

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026 EV/		
						2024	2025	EBITDA	Revenue	
AptarGroup	 USA	\$8,037	\$9,220	\$3,873	22.1%	14.1x	12.5x	10.8x	2.4x	
FP Corporation	 JPN	\$1,197	\$1,579	\$1,512	14.9%	9.3x	8.5x	7.0x	1.0x	
Fuji Seal International	 JPN	\$865	\$728	\$1,352	13.4%	4.9x	4.4x	4.0x	0.5x	
Groupe Guillin	 FRA	\$450	\$528	\$1,022	12.4%	4.3x	4.6x	4.2x	0.5x	
Myers Industries	 USA	\$792	\$1,131	\$829	16.3%	8.6x	7.4x	8.4x	1.4x	
Transcontinental	 CAN	\$328	\$857	\$1,970	15.4%	5.3x	5.6x	2.8x	0.4x	
■ Excluded from mean						Mean	6.5x	6.1x	6.9x	0.8x
						Median	6.9x	6.5x	5.6x	0.8x










Sustainable Packaging Solutions - Global Comparable Public Companies (1/2)

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026	
						2024	2025	EV/EBITDA	EV/Revenue
Amcor	 CHE	\$18,366	\$33,395	\$22,190	13.8%	10.8x	12.9x	10.9x	1.5x
Avery Dennison Corporation	 USA	\$13,282	\$16,986	\$9,006	16.6%	14.4x	11.3x	11.3x	1.9x
Billerud	 SWE	\$1,903	\$2,545	\$4,131	11.3%	8.9x	6.2x	5.5x	0.6x
Cascades	 CAN	\$857	\$2,240	\$3,401	12.4%	6.1x	6.1x	5.3x	0.7x
Elopak	 NOR	\$1,000	\$1,454	\$1,376	14.6%	7.4x	8.7x	7.2x	1.1x
Graphic Packaging	 USA	\$2,940	\$8,546	\$8,653	17.7%	7.1x	7.0x	5.6x	1.0x
Huhtamäki	 FIN	\$3,382	\$4,867	\$4,503	13.4%	9.2x	8.4x	8.1x	1.1x
International Paper Company	 USA	\$18,903	\$28,296	\$24,341	17.9%	8.7x	12.3x	6.5x	1.2x
Klabin	 BRA	\$4,589	\$11,122	\$3,984	36.1%	8.2x	7.6x	7.7x	2.8x
Mayr-Melnhof Karton	 AUT	\$1,947	\$3,209	\$4,480	11.5%	8.9x	6.2x	6.2x	0.7x

Source: Capital IQ

Sustainable Packaging Solutions - Global Comparable Public Companies (2/2)

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026 EV/		
						2024	2025	EBITDA	Revenue	
Mondi		GBR	\$4,910	\$8,439	\$8,835	11.8%	8.6x	8.5x	8.1x	1.0x
Packaging Corporation of America		USA	\$18,766	\$22,463	\$9,216	22.3%	11.6x	10.8x	10.9x	2.4x
Rengo		JPN	\$1,962	\$4,702	\$6,355	13.8%	6.2x	6.3x	5.3x	0.7x
SIG Group		CHE	\$5,645	\$8,127	\$3,746	21.5%	12.1x	10.1x	10.1x	2.2x
Smurfit Westrock		IRL	\$20,834	\$34,837	\$31,235	17.1%	12.2x	9.8x	6.5x	1.1x
Sonoco Products Company		USA	\$5,335	\$9,619	\$7,486	18.5%	7.7x	9.1x	6.9x	1.3x
Stora Enso		FIN	\$9,159	\$12,751	\$10,748	8.5%	17.4x	12.7x	14.0x	1.2x
Tailim Packaging		KOR	\$95	\$298	\$495	3.8%	10.8x	27.0x	15.7x	0.6x
Tomoku		JPN	\$350	\$697	\$1,409	8.5%	6.4x	5.8x	5.8x	0.5x
■ Excluded from mean						Mean	8.9x	8.9x	7.5x	1.1x
						Median	8.9x	8.7x	7.2x	1.1x

Packaging Solutions - Global Transactions (1/2)

The table below highlights selected global M&A transactions during Q1 2026, illustrating strategic acquisitions focused on scale, product diversification, or geographic expansion within the sector

Date	Target	Country	Description	Buyer	Seller	% Acquired	Size US\$M	EV/ EBITDA	EV/ Revenue
Mar-26*		IND	Indovida India , a manufacturer of laminated and plastic packaging products, agreed to merge with EPL , a manufacturer of specialty packaging tubes and laminated packaging solutions	Indovida		Merger	-	-	-
Mar-26		USA	Gravis , a manufacturer of industrial packaging products, acquired Procon Pacific , a manufacturer of rigid packaging and dispensing solutions		-	100.0%	-	-	-
Feb-26*		THA	BG Container Glass , a manufacturer of glass packaging containers, agreed to acquire a 25.9% stake in Bangkok Can Manufacturing , a manufacturer of aluminum cans and metal packaging products	BGC		25.9%	\$25.4	-	-
Feb-26		ESP	Zeus Packaging Group , a manufacturer and distributor of packaging products, acquired Koex Packaging Solutions , a distributor of industrial and protective packaging products		-	100.0%	\$28.5	-	-
Feb-26		USA	Inovar Packaging Group , a manufacturer of label and packaging solutions, acquired Kiliper , a manufacturer of packaging labels and flexible packaging products		-	100.0%	-	-	-
Feb-26		USA	Inteplast Group , a manufacturer of integrated plastics and packaging products, acquired STA , a manufacturer of specialty packaging and plastic products		-	100.0%	-	-	-

Source: Capital IQ, Companies' Press Releases, Mergermarket

Packaging Solutions - Global Transactions (2/2)

Date	Target	Country	Description	Buyer	Seller	% Acquired	Size US\$M	EV/ EBITDA	EV/ Revenue
Feb-26		USA	ORBIS , a manufacturer of reusable packaging and supply chain solutions, acquired Robinson Industries , a manufacturer of thermoformed packaging and material handling products		-	100.0%	-	-	-
Jan-26		USA	Butterfly Equity , a private equity firm, acquired a majority stake in ePac Flexible Packaging , a manufacturer of flexible packaging products		Multiple Sellers	>50.0%	-	-	-
Jan-26		USA	PPC Flex , a manufacturer of flexible packaging products, acquired Sudpack USA , a manufacturer of flexible packaging and barrier film products		SUDPACK	100.0%	-	-	-
Jan-26	US Metal Container Plants	USA	AB InBev , a producer of beer and alcoholic beverages, acquired a 49.9% stake in its U.S.-based metal container plants , manufacturing facilities for metal beverage containers		APOLLO	49.9%	\$3,000.0	-	-
Jan-26		USA	SupplyOne , a manufacturer and distributor of packaging products, acquired Wertheimer Box , a manufacturer of corrugated packaging products		-	100.0%	-	-	-

*Announced transaction pending approval and other customary closing conditions

Grupo Fomento Queretano

TARGET

Grupo Fomento Queretano

TRANSACTION TYPE

Merger Advisory

INDUSTRIES

Consumer Products, Food and Beverage

GEOGRAPHY

Queretaro, Mexico

SITUATION

Seale & Associates was retained by the family owners of Grupo Fomento Queretano, one of the oldest family-owned Coca-Cola bottlers in Mexico, to analyze strategic alternatives for their business in the context of a changing industry landscape.

SEALE & ASSOCIATES' APPROACH

Seale presented the family with a range of strategic alternatives and outcome scenarios for a sale or merger with three industry consolidators considering the family's value, timing, and control objectives. After the family decided that a merger with Coca-Cola FEMSA was the preferred alternative, Seale ran a disciplined and expedited process to achieve the shareholder's objectives.

OUTCOME

Seale's approach resulted in a successful merger with Coca-Cola FEMSA. As a result of the merger, Grupo Fomento Queretano's shareholders received 45.1 million newly issued KOF series L shares for a total aggregate enterprise transaction value of approximately MXN\$7.6 billion (US\$580 million), including the assumption of debt.

“Their professionals provided invaluable guidance and support”



“From the very beginning of the planning process before our merger with Coca-Cola FEMSA, Seale listened and provided straightforward answers to each and every one of our family member’s questions and concerns and outlined the full range of options. Their professionals provided invaluable guidance and support as they helped us to navigate the merger negotiations. We knew we could count on their trusted advice to make certain we made the best decisions for our company, our employees, and our family”.

Federico Ruiz Rubio
Ex Board member and shareholder, Grupo Fomento Queretano

Grupo Tampico

TARGET

Grupo Tampico

TRANSACTION TYPE

Merger Advisory

INDUSTRIES

Consumer Products,
Food and Beverage

GEOGRAPHY

Tamaulipas, Mexico

SITUATION

Seale & Associates was retained by Grupo Tampico's shareholders to properly analyze and structure the merger of the company's beverage division with Coca-Cola FEMSA.

SEALE & ASSOCIATES' APPROACH

Seale presented the family with a range of strategic alternatives and outcome scenarios for a sale or merger with three industry consolidators, considering the family's value, timing, and control objectives. After the family decided that a merger with Coca-Cola FEMSA was the preferred alternative, Seale ran a disciplined and expedited process to achieve the shareholder's objectives.

OUTCOME

Seale's approach resulted in a successful merger with Coca-Cola FEMSA. As a result of the merger, Grupo Tampico's shareholders received 63.5 million newly issued KOF series L shares at a value of Ps. 103.20 per share. The issued KOF series L shares appreciated 19.8% to a price of MXN. 123.63 prior to closing, representing a total aggregate enterprise transaction value of MXN. 10.6 billion (approximately US\$800 million as of the closing date exchange rate). The transaction closed on October 11, 2011.

“Seale provided our shareholders with valuable guidance”



merged its
Beverage Division
with



“Seale provided our shareholders with valuable guidance on a wide range of important topics during the process and served as a trusted advisor in helping us to structure a successful merger with Coca-Cola FEMSA that met our family shareholders' objectives.”

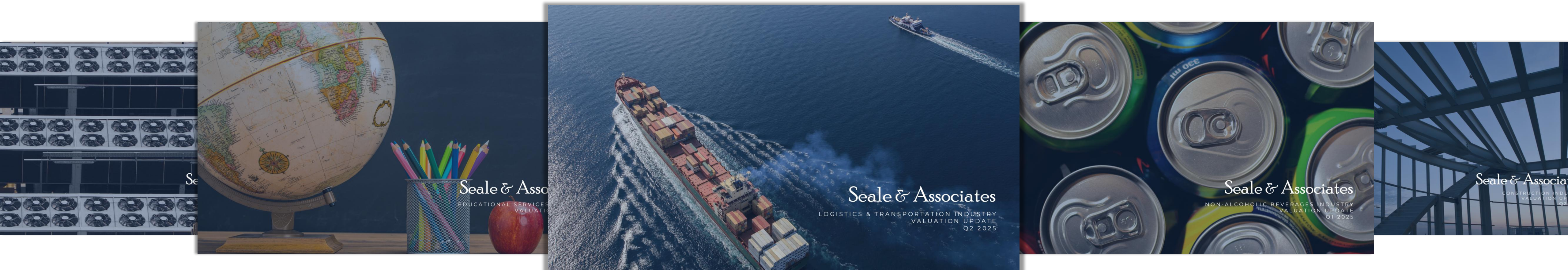
Robert Fleishman
Vice President, Grupo Tampico

“We are pleased to have successfully closed this very important merger transaction in a short period of time and consolidating our position as a leader in the Mexican beverage industry”.

Carlos Salazar Lomelín, Chief Executive Officer, Coca-Cola FEMSA

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We deliver sector-specific intelligence designed specifically for industry leaders, private equity firms, and their advisors. Our industry reports and featured articles deliver real-time access to key industry data, including:



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Global M&A Representative Engagements

<p>BEIJER REF</p> <p>has been acquired by</p>  <p>HERITAGE DISTRIBUTION HOLDINGS</p>	<p>avangard innovative MOVING THE CIRCULAR ECONOMY FORWARD</p> <p>has sold a controlling interest to</p>  <p>WASTE MANAGEMENT</p>	<p>ZN ZINC NACIONAL</p> <p>has sold</p> <p>GSDKO</p> <p>Zinc Oxide Corporation a subsidiary of</p>  <p>Korea Zinc</p>	<p>Electrolux PROFESSIONAL</p> <p>has acquired</p> <p>unified brands a DOVER company</p> <p>from</p>  <p>DOVER</p>	<p>Port Contractors STEVEDORES - TERMINAL OPERATORS</p> <p>has been acquired by</p>  <p>ENSTRUCTURE</p>	<p>Oxbow</p> <p>Oxbow's Senior Subordinated debt issued by</p>  <p>H.J. BAKER ESTABLISHED 1888</p> <p>was refinanced by</p>  <p>BMO</p>	<p>Hertz</p> <p>has acquired</p>  <p>DONLEN</p>
<p>Standex</p> <p>has sold</p> <p>Enginetics</p> <p>to</p>  <p>Enjet AERO</p>	<p>ITT</p> <p>has sold</p> <p>BURNY KALIBURN PLASMA CUTTING INNOVATION</p> <p>and</p> <p>CMC Cleveland Motion Controls</p> <p>to</p>  <p>LINCOLN ELECTRIC</p>	<p>Honeywell</p> <p>has sold</p> <p>TENSOR</p> <p>to</p>  <p>GE Power Systems</p>	<p>TRIUMPH™</p> <p>has sold</p> <p>Triumph Processing - Embee Division</p> <p>to</p>  <p>AMP ALL METALS PROCESSING</p>	<p>TRIUMPH™</p> <p>has sold</p> <p>Triumph Air Repair, the APU Overhaul Operations of Triumph Aviation Services - Asia, and Triumph Engines businesses</p> <p>to</p>  <p>TGG THE GORES GROUP</p>	<p>Rheem</p> <p>has acquired</p>  <p>HTPG</p>	<p>GRACE</p> <p>has sold its GRACE Membranes business</p> <p>Uop a subsidiary of</p> <p>Honeywell</p>
<p>convatec - forever caring -</p> <p>has sold</p> <p>SENSI CARE</p> <p>and</p> <p>ALOE VESTA™</p> <p>to</p>  <p>MEDLINE</p>	<p>United Technologies</p> <p>has sold</p> <p>MobileView</p> <p>to</p> <p>SAFE FLEET Driving Safety Forward™</p>	<p>United Technologies</p> <p>has sold</p> <p>HTPG A division of Carrier Commercial Refrigeration, Inc.</p> <p>to</p> <p>MONOMOY CAPITAL PARTNERS and Starboard Capital Partners</p>	<p>LOCKHEED MARTIN</p> <p>has sold</p> <p>Commercial Flight Training Business</p> <p>to</p> <p>ALTEON A BOEING COMPANY</p>	<p>FLOWSERVE</p> <p>has sold</p> <p>D&B</p> <p>to</p> <p>DB DaviesBaird</p>	<p>KBR</p> <p>has acquired</p> <p>Wabi Wabi Development Corporation</p>	<p>HARRISON GYPSUM, LLC</p> <p>has been recapitalized by</p> <p>H. I. G. PRIVATE EQUITY</p>



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BS in Industrial Engineering



FELIPE BUENO

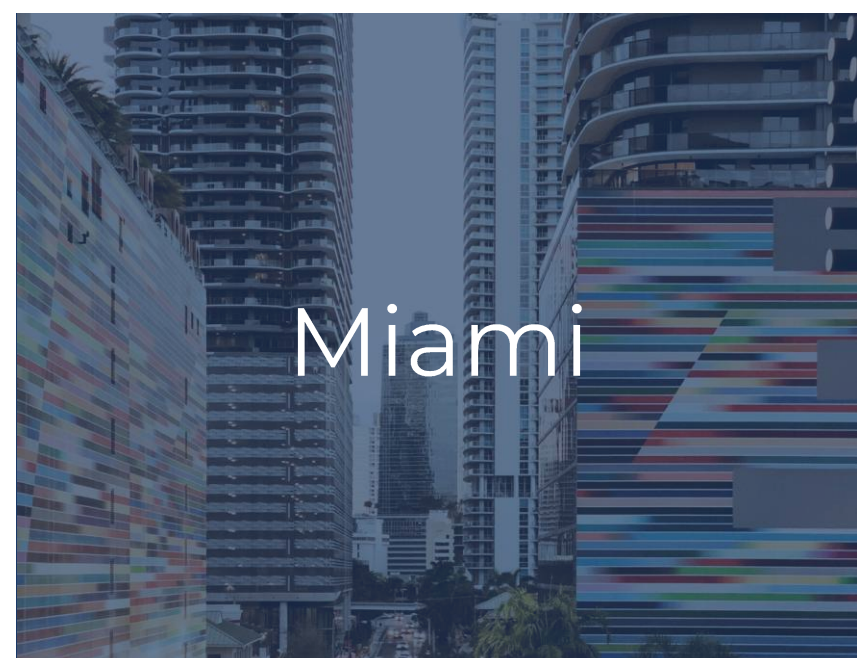
Senior Director | Monterrey, Mexico

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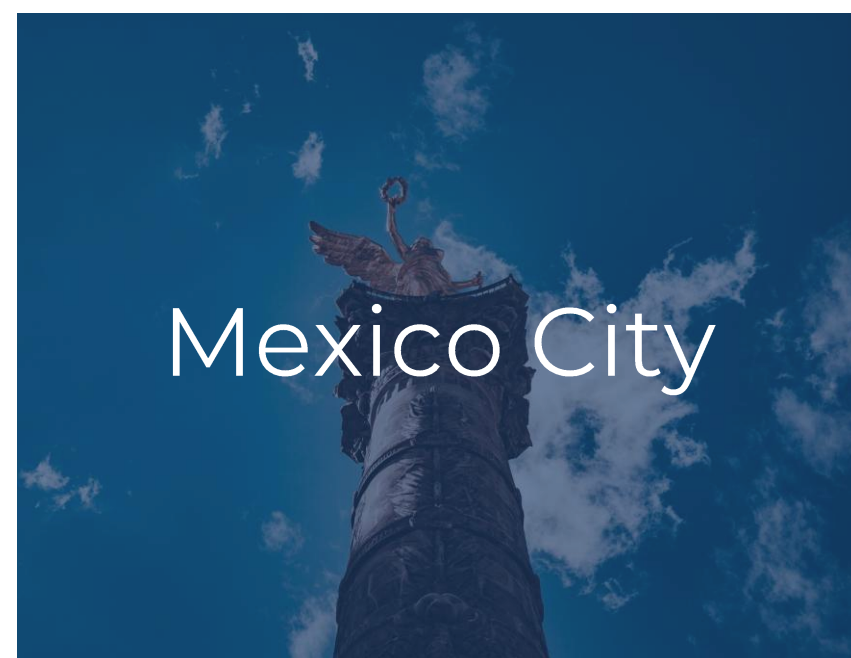
40+ years with Grupo Industrial Saltillo with experience as Director, Corp. Dev. and extensive global commercial experience
Instituto Tecnológico y de Estudios Superiores de Monterrey
MBA and BS in Industrial Engineering



Washington D.C.



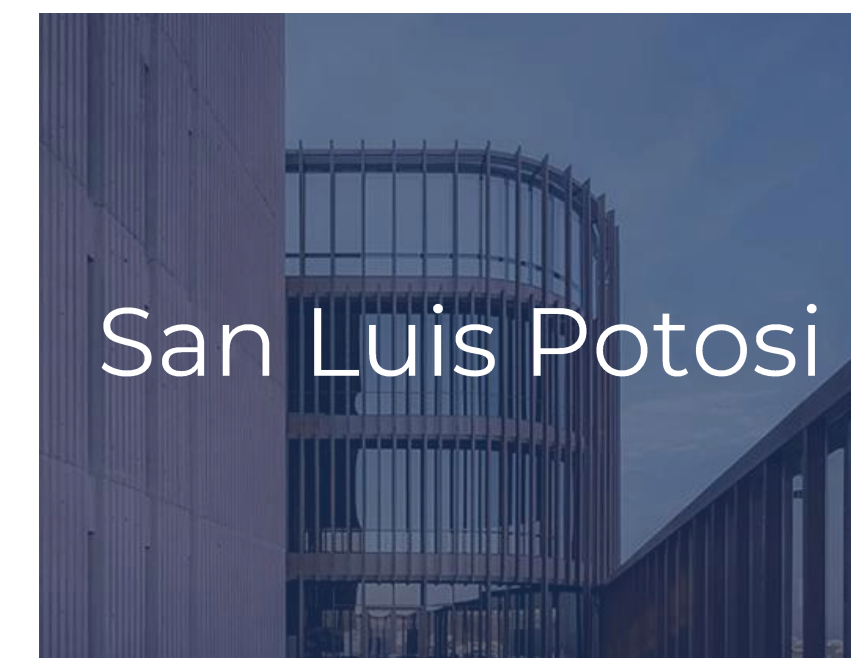
Miami



Mexico City



Monterrey



San Luis Potosi

For over 25 years, Seale & Associates has served leading public and private companies from around the world and operating in a broad range of industries with a high level of quality, integrity and independence while presenting innovative ideas and trusted solutions to address their most complex dealings

+25
Years of Experience

+\$50B
Closed Transactions Globally

Services & Solutions

- Mergers & Acquisitions
- Divestitures
- Joint Ventures / Alliances
- Recapitalizations
- Due Diligence / Support
- Expert Witness Testimony
- Corporate Finance Advisory
- Strategy Consulting

Trusted Advisor to Leading Companies Worldwide

We have worked repeatedly with many of the most well-known and respected companies in the world...

...as well as with many private equity funds, family-offices and privately held companies.



Seale & Associates

Creative Solutions. Trusted Advice.