Seale & Associates

PAPER INDUSTRY VALUATION UPDATE

Q1 2026

Table of Contents

Introduction

We are pleased to share our Paper 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.

James A. Seale | President
jseale@sealeassociates.com

Brett M. Carmel | Senior Managing Director
bcarmel@sealeassociates.com

Robert Whitney | Managing Director
rwhitney@sealeassociates.com

Sergio Garcia del Bosque | Managing Director
sgarcia@sealeassociates.com

Carlos Hernandez Goudet | Managing Director
chernandez@sealeassociates.com

Alejandro Montemayor | Director
amontemayor@sealeassociates.com

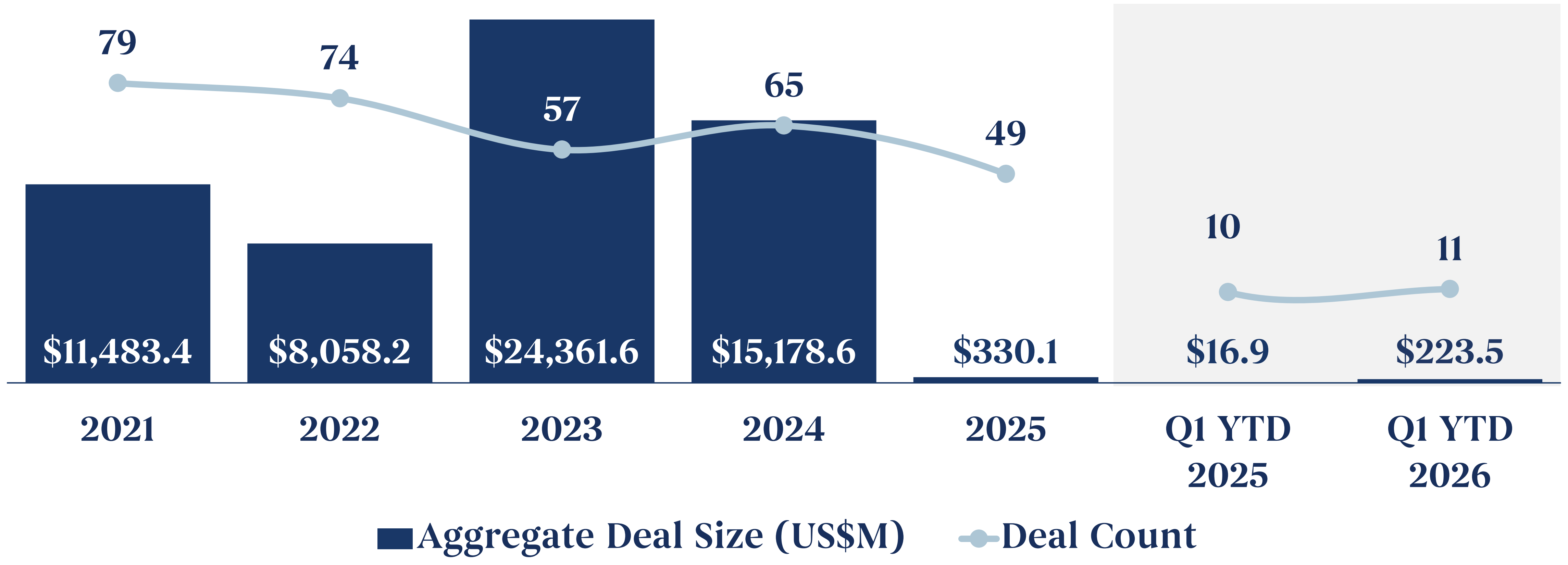
Armando Rios | Vice President
arios@sealeassociates.com

Paper Industry Overview

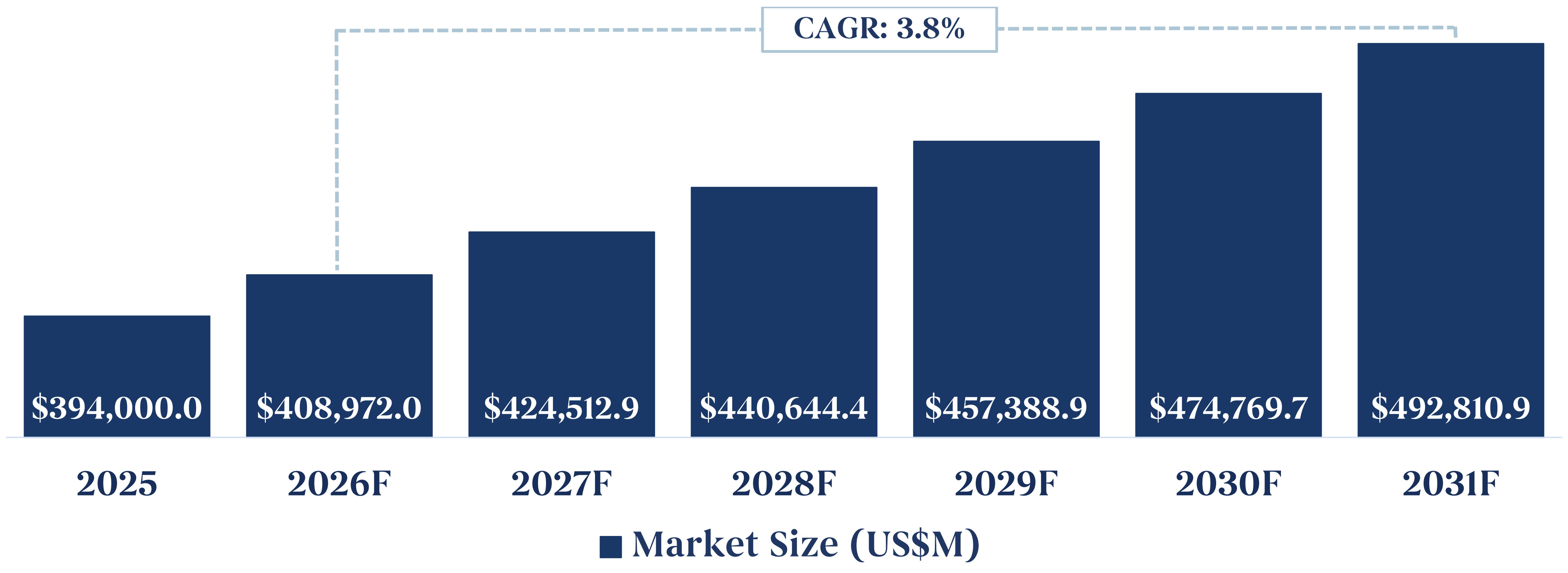
M&A Trends and Market Intelligence

- **The global pulp and paper market is estimated to grow from approximately US$409.0B in 2026 to around US$492.8B by 2031, reflecting a CAGR of 3.8%.** Growth continues to be supported by rising demand for paper-based packaging and increasing e-commerce activity
- **Market expansion is being driven** by growing **preference for recyclable and biodegradable packaging solutions**, alongside **regulations limiting traditional plastic use** across multiple regions. **Companies across retail, food and consumer products continue strengthening sustainable packaging initiatives**
- **Technology integration and sustainability** initiatives continue reshaping the competitive landscape, as **manufacturers adopt AI-driven production systems and advanced recycling processes** to improve efficiency and **reduce environmental impact**. Companies are also increasing **investment in alternative fibers and eco-friendly paper solutions**
- **M&A activity in the paper and packaging industry remains active**, with transactions **focused on portfolio expansion, complementary geographies and consolidation across packaging and containerboard** markets
- **Strategic buyers continue prioritizing downstream expansion, operational synergies and sustainable packaging capabilities**, while consolidation remains active in slower-growth segments

Paper Industry M&A Deal Size and Volume



Pulp & Paper Industry Market Size from 2025 to 2031



Source: Capital IQ, Precedence Research, Bain & Company, and Other Industry Reports

Pulp & Paper - 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 2024	Annual Average EV/EBITDA 2025	First Quarter Mar. 31, 2026 EV/ EBITDA	First Quarter Mar. 31, 2026 EV/ Revenue
CMPC	CHL	$3,388	$8,764	$7,479	14.6%	7.9x	6.8x	8.0x	1.2x
Klabin	BRA	$4,589	$11,122	$3,984	36.1%	8.2x	7.6x	7.7x	2.8x
Mercer International	CAN	$95	$1,534	$1,850	NM	62.6x	NM	NM	0.8x
Nippon Paper Industries	JPN	$922	$5,436	$7,457	NM	10.5x	8.9x	NM	0.7x
Sappi	ZAF	$600	$2,493	$5,331	4.4%	6.5x	5.4x	10.7x	0.5x
Semapa	PRT	$2,044	$4,157	$2,353	18.1%	3.8x	4.7x	9.8x	1.8x

Source: Capital IQ

Pulp & Paper - 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 2024	Annual Average EV/EBITDA 2025	First Quarter Mar. 31, 2026 EV/ EBITDA	First Quarter Mar. 31, 2026 EV/ Revenue
Suzano	BRA	$12,298	$27,012	$9,495	42.3%	7.3x	6.3x	6.7x	2.8x
Svenska Cellulosa Aktiebolaget	SWE	$8,032	$9,510	$2,413	20.8%	26.0x	19.8x	18.9x	3.9x
The Navigator Company	PRT	$2,758	$3,723	$2,154	18.9%	6.3x	6.6x	9.2x	1.7x
UPM	FIN	$16,295	$20,227	$10,971	12.5%	12.7x	8.8x	14.7x	1.8x
					Mean	7.9x	6.9x	9.5x	1.2x
					Median	8.0x	6.8x	9.5x	1.7x

Excluded from mean
NM: Not Measurable

Source: Capital IQ

Paper Products - 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 2024	Annual Average EV/EBITDA 2025	First Quarter Mar. 31, 2026 EV/EBITDA	First Quarter Mar. 31, 2026 EV/Revenue
Clearwater Paper	USA	$231	$590	$1,538	8.1%	5.2x	8.4x	4.7x	0.4x
International Paper	USA	$18,903	$28,296	$24,341	17.9%	8.7x	12.3x	6.5x	1.2x
Irani Papel e Embalagem	BRA	$432	$646	$321	31.6%	6.2x	6.3x	6.4x	2.0x
Metsä	FIN	$1,301	$1,787	$1,957	0.9%	24.5x	18.8x	100.0x	0.9x
Miquel y Costas & Miquel	ESP	$622	$637	$364	23.2%	5.9x	6.7x	7.5x	1.7x
Mondi	GBR	$4,910	$8,439	$8,835	11.8%	8.6x	8.5x	8.1x	1.0x
Smurfit Westrock	IRL	$20,834	$34,837	$31,235	17.1%	12.2x	9.8x	6.5x	1.1x
Stora Enso	FIN	$9,159	$12,751	$10,748	8.5%	17.4x	12.7x	14.0x	1.2x
Sylvamo	USA	$1,669	$2,449	$3,285	14.7%	6.1x	5.0x	5.1x	0.7x
					Mean	7.6x	8.7x	7.3x	1.1x
					Median	8.6x	8.5x	6.5x	1.1x

Excluded from mean

Source: Capital IQ

Paper – Global Transactions

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	HOKUETSU	JPN	**Daio Paper**, a producer of paper and hygiene products, acquired a 16.2% stake in **Hokuetsu**, a manufacturer of paper and paperboard products	大王製紙 DAIO PAPER	**Multiple Sellers**	16.2%	$164.7	-	0.9x
Jan-26	**Bake-Best Trays**	USA	**PaperTech**, a manufacturer of paper-based packaging products, acquired **Bake-Best Trays**, a producer of paper baking trays and food packaging products	PAPERTECH	-	100.0%	-	-	-
Jan-26	AP	USA	**Soterra Capital**, a private equity firm, acquired **Albert Paper Products**, a manufacturer of paper packaging and converted paper products	SOTERRA	-	100.0%	-	-	-
Jan-26	MM	NLD	**Grenadier Packaging**, a manufacturer of paper and packaging products, acquired **MM Packaging Leeuwarden**, a producer of carton packaging and paperboard packaging products	GRENADIER PACKAGING	MM	100.0%	-	-	-
Jan-26	Botanical PAPERWORKS	CAN	**Kannwischer Family** acquired **Botanical PaperWorks**, a manufacturer of seed paper and sustainable paper products	**Kannwischer Family**	-	100.0%	-	-	-

**Announced transaction pending approval and other customary closing conditions*

Source: Capital IQ, Companies' Press Releases, Mergermarket

Sign up for M&A insights

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:

Emerging industry trends	Quarterly reports covering 30+ industries	Monthly reports for the U.S., Mexico, and Colombia	Transaction analysis and market trends	Valuable insights for industry leaders

Receive email updates with our proprietary data, reports, and insights as they are published across key industries

SUBSCRIBE

Global M&A Representative Engagements

BEIJER REF
has been acquired by
HERITAGE DISTRIBUTION HOLDINGS

avangard innovative
MOVING THE CIRCULAR ECONOMY FORWARD
has sold a controlling interest to
WM WASTE MANAGEMENT

ZINC NACIONAL
has sold
GSDK
Zinc Oxide Corporation
a subsidiary of
Korea Zinc

Electrolux PROFESSIONAL
has acquired
unified brands
a DOVER company
from
DOVER

Port Contractors
has been acquired by
ENSTRUCTURE

Oxbow
Oxbow's Senior Subordinated debt issued by
H.J.BAKER
was refinanced by
BMO

Hertz
has acquired
DONLEN

Standex
has sold
Enginetics
to
Enjet AERO

ITT
has sold
BURNY
KALIBURN
and
CMC Cleveland Motion Controls
to
LINCOLN ELECTRIC

Honeywell
has sold
TENSOR
to
GE Power Systems

TRIUMPH
has sold
Triumph Processing - Embee Division
to
AMP ALL METALS PROCESSING

TRIUMPH
has sold
Triumph Air Repair, the APU Overhaul Operations of Triumph Aviation Services – Asia, and Triumph Engines businesses
to
TGG THE GORES GROUP

Rheem
has acquired
HTPG

GRACE
has sold its
GRACE Membranes business
uop
a subsidiary of
Honeywell

convatec
– forever caring –
has sold
SENSI CARE
and
ALOE VESTA
to
MEDLINE

United Technologies
has sold
MobileView
to
SAFE FLEET
Driving Safety Forward™

United Technologies
has sold
HTPG
A division of Carrier Commercial Refrigeration, Inc.
to
MONOMOY CAPITAL PARTNERS and Starboard Capital Partners

LOCKHEED MARTIN
has sold
Commercial Flight Training Business
to
ALTEON
A BOEING COMPANY

FLOWSERVE
has sold
D&B
to
DB DaviesBaird

KBR
has acquired
Wabi
Wabi Development Corporation

HARRISON GYPSUM, LLC
has been recapitalized by
H.I.G. PRIVATE EQUITY

JAMES A. SEALE
President and Founder | Washington, DC

+1 (703) 623-9253

30+ years of global M&A experience, Attorney, CPA Arthur Andersen, and Professor of Global Investment Banking at George Washington University
University of Virginia - JD
University of Kentucky - BS in Accounting

SERGIO GARCIA DEL BOSQUE
Managing Director | Mexico City, Mexico

+52 (55) 8000-7463

17+ years of global M&A experience
IPADE - MBA
Instituto Tecnologico y de Estudios Superiores de Monterrey
BS in Industrial Engineering

CARLOS HERNANDEZ GOUDET
Managing Director | San Luis Potosi, Mexico

+1 (571) 482-3432

16+ years of global M&A experience
Columbia Business School - MBA
Instituto Tecnologico y de Estudios Superiores de Monterrey
BS in Industrial Engineering

BRETT M. CARMEL
Senior Managing Director and Co-founder | Miami, FL

+1 (703) 294-6530

25+ years of global M&A experience and Professor of M&A at Johns Hopkins University
The George Washington University - MBA International Business and MA - International Affairs
University of Florida - BA in Political Science with High Honors

ROBERT E. WHITNEY
Managing Director | Washington, DC

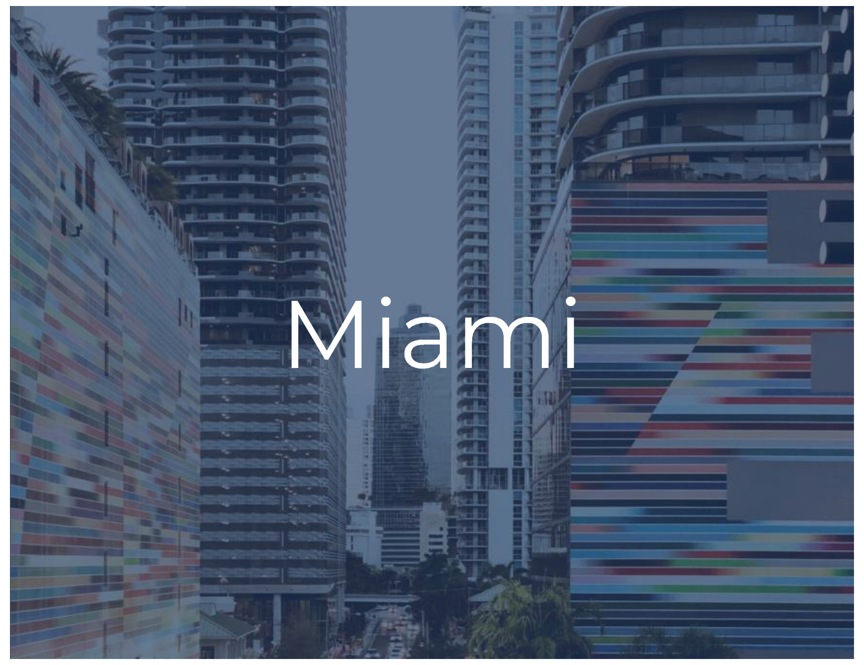
+1 (703) 801-8939

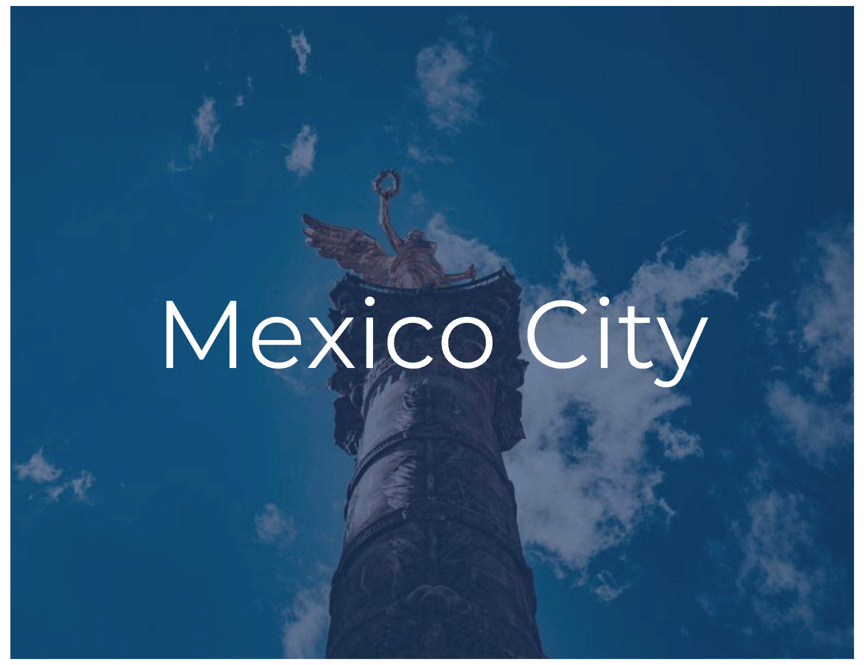
19+ years of global M&A experience, CPA Deloitte & Touche, Corporate Audit and Assurance Services
University of Richmond - BS Business Administration in Accounting

FELIPE BUENO
Senior Director | Monterrey, Mexico

+52 (84) 4432-4444

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





Please contact us if you would like further information about M&A trends and/or specific transaction multiples for your industry.

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.