Seale & Associates

PAPER INDUSTRY VALUATION UPDATE
Q2 2026

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Introduction

We are pleased to share our Paper Industry Valuation Multiples Update for Q2 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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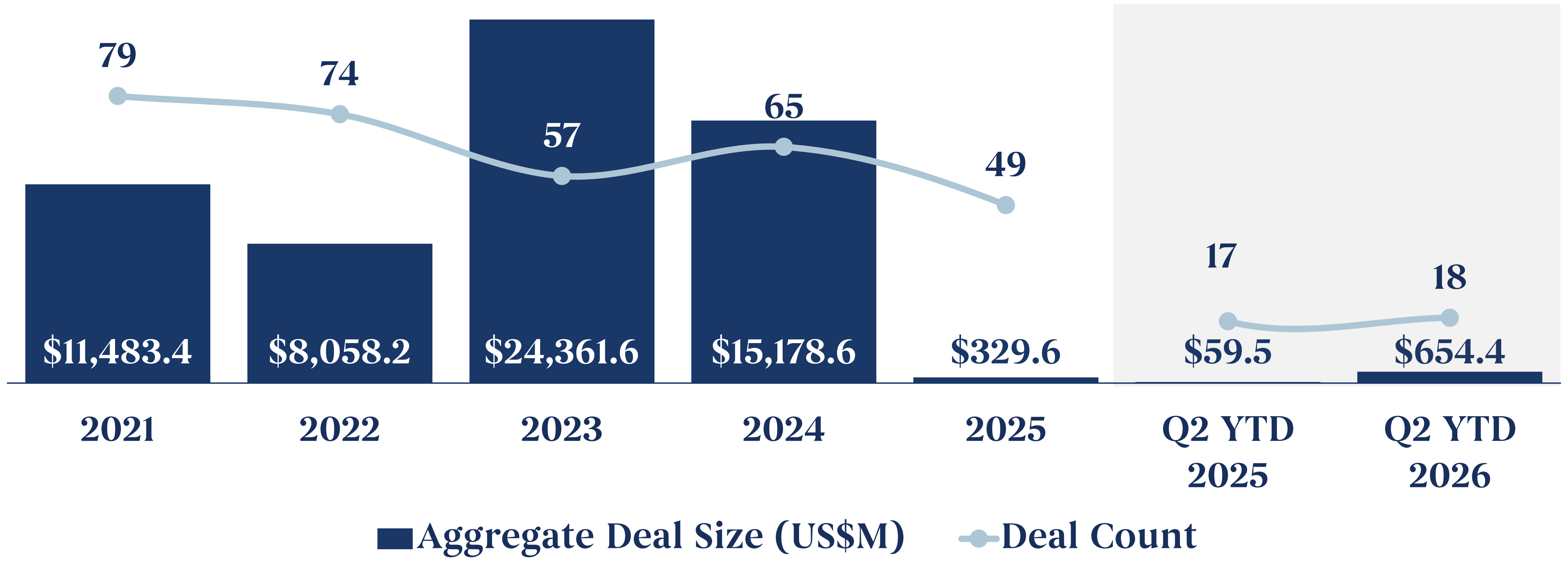
Paper Industry Overview

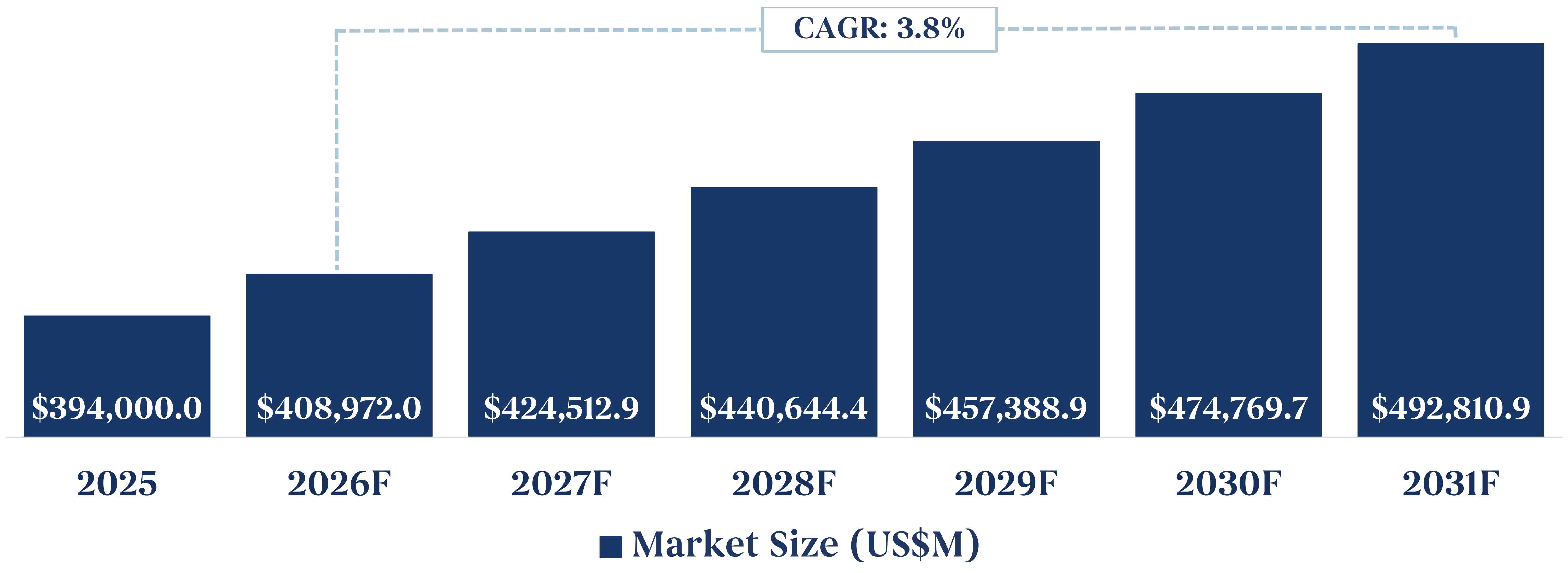
M&A Trends and Market Intelligence

- **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 2031F



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		Second Quarter Jun. 30, 2026	
						2024	2025	EV/ EBITDA	EV/ Revenue
CMPC	CHL	$2,784	$8,433	$7,479	14.3%	7.9x	6.8x	7.9x	1.1x
Klabin	BRA	$3,970	$10,339	$4,012	34.1%	8.2x	7.6x	7.6x	2.6x
Mercer International	CAN	$44	$1,584	$1,850	NM	NM	9.6x	NM	0.9x
Nippon Paper Industries	JPN	$905	$5,221	$7,337	8.0%	10.5x	8.9x	8.9x	0.7x
Sappi	ZAF	$345	$2,389	$5,331	NM	6.5x	5.4x	NM	0.4x
Semapa	PRT	$1,852	$3,559	$2,331	15.7%	3.8x	4.7x	9.7x	1.5x

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	Second Quarter Jun. 30, 2026 EV/ EBITDA	Second Quarter Jun. 30, 2026 EV/ Revenue
Suzano	suzano	BRA	$9,484	$24,018	$9,561	41.8%	7.3x	6.2x	6.0x	2.5x
Svenska Cellulosa Aktiebolaget	SCA	SWE	$7,182	$8,594	$2,369	18.5%	26.0x	19.8x	19.6x	3.6x
The Navigator Company	THE NAVIGATOR COMPANY	PRT	$2,621	$3,551	$2,140	17.1%	6.3x	6.6x	9.7x	1.7x
UPM	UPM	FIN	$13,977	$17,879	$10,871	12.9%	12.7x	8.8x	12.7x	1.6x
Excluded from mean						**Mean**	7.9x	7.2x	8.9x	1.1x
NM: Not Measurable						**Median**	7.9x	7.2x	9.3x	1.6x

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	Second Quarter Jun. 30, 2026 EV/ EBITDA	Second Quarter Jun. 30, 2026 EV/ Revenue
Clearwater Paper	USA	$253	$590	$1,538	6.1%	5.2x	8.4x	6.3x	0.4x
International Paper	USA	$20,175	$28,698	$24,341	18.3%	8.7x	12.3x	6.5x	1.2x
Irani Papel e Embalagem	BRA	$349	$567	$323	30.0%	6.2x	6.3x	5.8x	1.8x
Metsä	FIN	$1,158	$1,733	$1,940	NM	24.5x	18.8x	NM	0.9x
Miquel y Costas & Miquel	ESP	$590	$606	$347	23.8%	5.9x	6.7x	7.3x	1.7x
Mondi	GBR	$4,002	$7,547	$8,755	11.8%	8.6x	8.5x	7.3x	0.9x
Smurfit Westrock	IRL	$24,231	$37,837	$31,235	17.0%	12.2x	9.8x	7.1x	1.2x
Stora Enso	FIN	$8,421	$12,366	$10,650	8.0%	17.4x	12.7x	14.5x	1.2x
Sylvamo	USA	$1,502	$2,357	$3,285	13.6%	6.1x	5.0x	5.3x	0.7x
					Mean	7.6x	8.7x	6.5x	1.2x
					Median	8.6x	8.5x	6.8x	1.2x

Excluded from mean

NM: Not Measurable

Source: Capital IQ

Paper – Global Transactions

The table below highlights selected global M&A transactions during Q2 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
May-26	PSPI	USA	**Twin Rivers Paper Company**, a producer of specialty paper products, acquired **Potsdam Specialty Paper**, a manufacturer of specialty paper products for industrial and technical applications	Twin Rivers Paper Company	-	100.0%	-	-	-
May-26*	Sappi	UK	**Sappi,** a producer of pulp and paper solutions, and **UPM**, a forest products and materials company, agreed to create a 50/50 joint venture combining graphic paper (Sappi) and Communication Papers (UPM)	UPM	-	**Joint venture**	$1,650.0	-	-
Apr-26	NORPAC	USA	**International Paper**, a manufacturer of fiber-based packaging and pulp products, acquired **North Pacific Paper Company**, a manufacturer of kraft paper and containerboard products	International Paper	One Rock Capital Partners	100.0%	$360.0	-	-
Apr-26*	Cartondis S.A.	ESP	**Targos Capital**, an investment holding company, agreed to acquire **Cartondis**, a manufacturer of corrugated cardboard packaging, boxes, and customized packaging solutions	Targos	-	100.0%	-	-	-

*Announced transaction pending approval and other customary closing conditions

Source: Capital IQ, Companies' Press Releases, Mergermarket

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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

ZN 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 (Stevedores · Terminal Operators) *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** *to* 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

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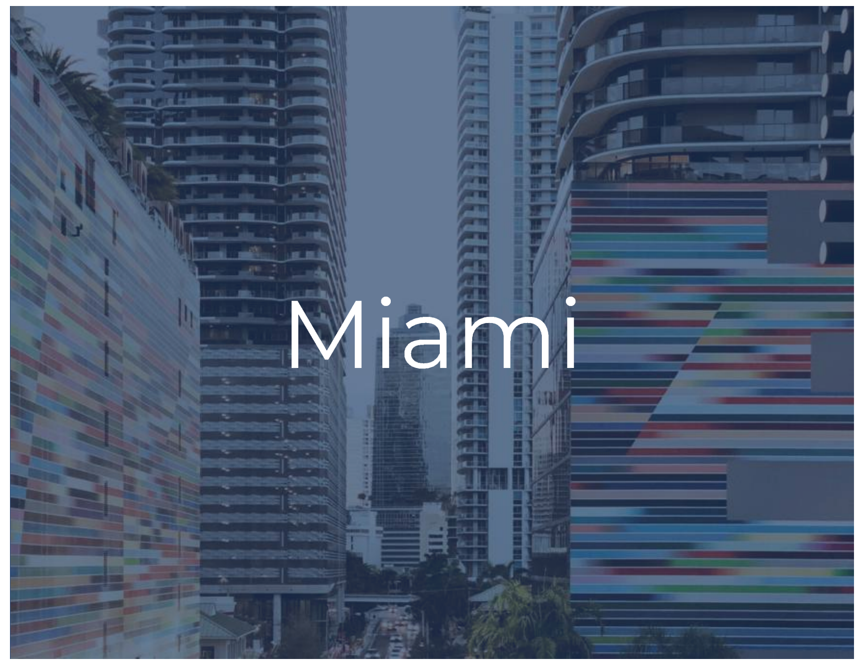

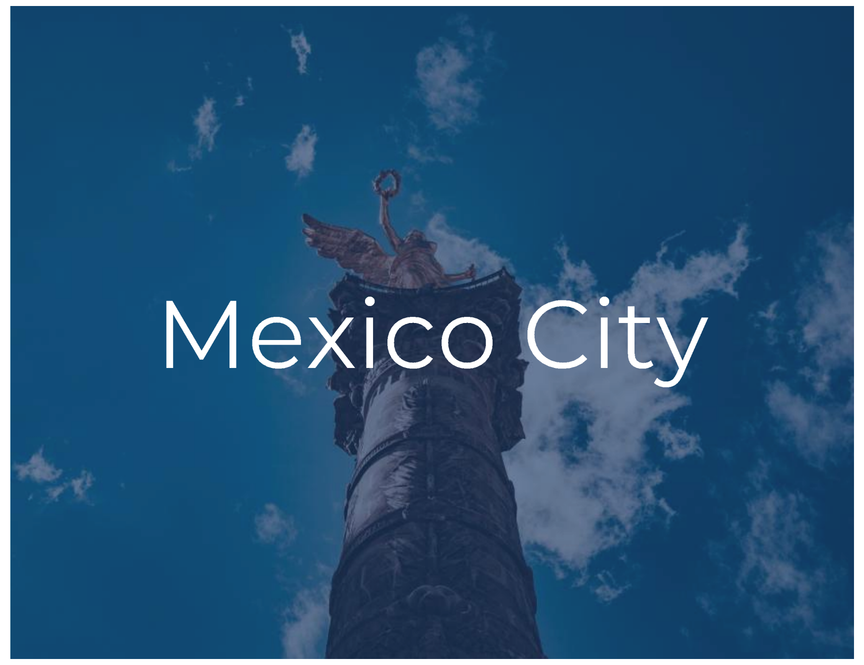

Please contact us if you would like further information about M&A trends and/or specific transaction multiples for your industry.

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

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