

The background of the page is a dark blue gradient. Overlaid on this are several teal-colored rectangular food containers, each filled with different types of food. One container has sandwiches, another has fruit like grapes and oranges, another has crackers and cheese, and others contain nuts, berries, and small round items like quail eggs. The containers are arranged in a scattered, overlapping pattern.

# Packaging

Year in Review

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2025

# Key Sector Themes

## Industry Insights



### 1) Consumer Outlook Under Pressure

While retail activity has held steady, inflation is reshaping purchasing behavior across packaging categories. Consumers are prioritizing affordability, trading down to private label, bulk formats, and value-tier products, especially in food, beverage, and household staples



### 2) Signals of Volume Recovery

After several quarters of volatility, industry experts indicate cautious optimism as destocking pressures subside and order patterns stabilize. Notably, there are bright spots, such as the resilience of food and beverage end markets, with additional pockets of strength in cold chain packaging and select industrial applications tied to AI-driven data center build-outs, even as discretionary categories continue to lag behind



### 3) Platforms in Waiting

Middle-market M&A activity has slowed over the past two years, constrained by macro volatility, tariff uncertainty, and persistent inflation. Many sponsor-owned assets are now well beyond their intended hold periods, creating real pressure to transact. This growing exit pressure is expected to drive a wave of supply in 2026, unlocking a market that has been waiting for a catalyst



### 4) Workforce Stability in Transition

Labor markets are holding together in the near term, with employers largely holding off on broad layoffs and turnover continuing to ease. However, hiring momentum remains weak. Constrained openings and persistent long-term unemployment signal a market that is absorbing fewer new workers and showing little forward traction



### 5) Raw Material Pricing Stabilization

After years of volatility, pricing across resins, containerboard, aluminum, and pulp is stabilizing. Inflationary pressures persist, but price increases have slowed, giving packaging companies greater certainty heading into 2026



### 6) Sustainability at a Crossroads

Packaging firms are investing in recyclable, circular solutions, but cost pressures and uneven consumer willingness to pay are reshaping adoption. Strong U.S. and European regulations keep sustainability a priority, yet execution challenges expose the tension

# In This Newsletter

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# Packaging M&A Activity Trends

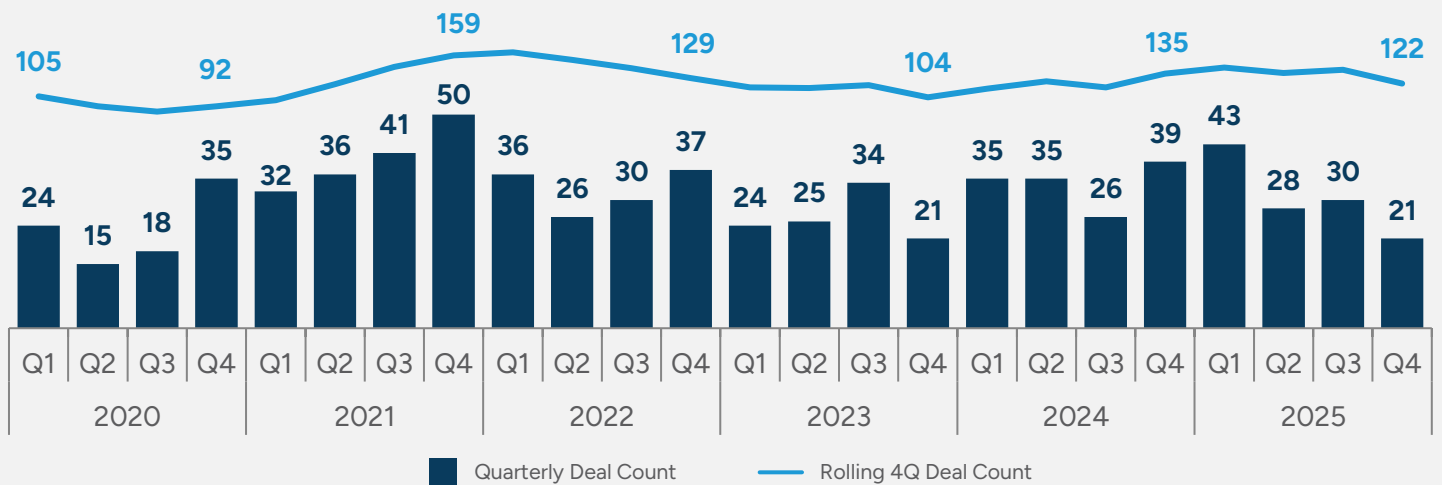
While the past couple of years have seen notable mega-deals, overall packaging M&A activity has been subdued due to tariffs, inflation, and persistent demand softness

## 2025 KEY DRIVERS & 2026 OUTLOOK

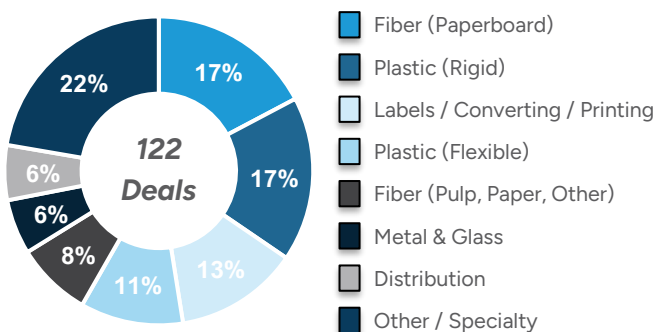
- Following a bumpy few years, the M&A environment in packaging has remained uneven, but dealmaking has not stalled entirely
- Strategics have continued to get deals done where there is a clear commercial or capability fit, supported by stronger balance sheets and a long-term view of the sector's resilience
- Sponsors, by contrast, have adopted a more opportunistic posture, engaging selectively in situations with a clearer value story or a unique strategic angle
- The quality of assets entering the market has improved, with rising transaction multiples due to stronger profiles, modest recovery in market confidence, and increased activity in platform deals. These factors suggest the market may be entering a more constructive phase heading into 2026

## Quarterly Packaging M&A Transaction Volume

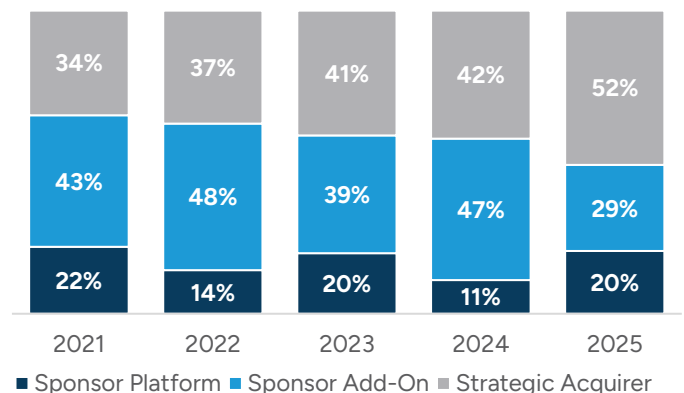
(Number of Announced M&A Transactions – North America / Major North American Presence)



## 2025 Deal Volume by Substrate



## Deals by Acquirer Type



*Amid a surge of mega-deals reshaping the packaging landscape in 2025 (see page 10), strategic buyers have accelerated their activity, with major strategics (Georgia-Pacific, PCA, Toppan, Veritiv, etc.) each pursuing significant acquisitions*

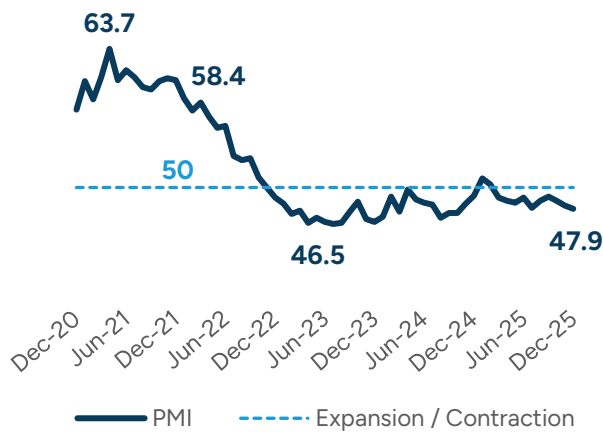
# State of the Macroeconomic Environment...

The current U.S. macroeconomic environment remains mixed, with uneven consumer resilience and persistent affordability pressures influencing spending behavior

- Throughout 2025, domestic manufacturing remained under pressure, with the PMI consistently below the expansion threshold of 50, signaling contraction across key goods-producing sectors. Higher input costs and significant import tariffs kept industrial activity subdued
- Consumer sentiment has softened across income groups, reflecting broader economic uncertainty and persistent cost pressures. However, the decline has been uneven. Higher-income households maintain steadier sentiment thanks to stronger wage gains and healthier balance sheets, while lower-income households remain more constrained and acutely sensitive to affordability challenges
- As a result, consumer strength in 2026 is likely to remain concentrated at the top, requiring consumer-driven industries, including packaging and retail displays, to capture higher-income demand while adapting to more value-oriented behavior across the broader market

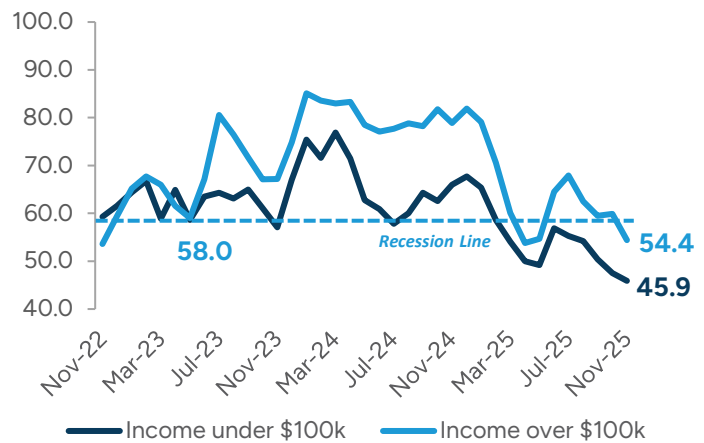
## U.S. Manufacturing PMI

*U.S. manufacturing conditions remain tepid, with recovery progressing slowly*



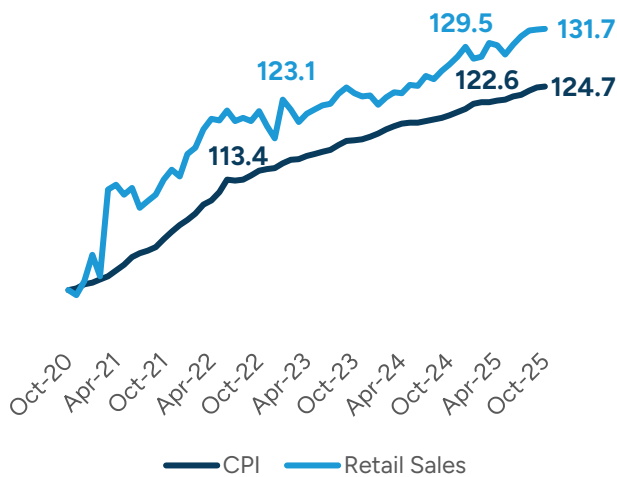
## U.S. Consumer Sentiment, by Income

*Despite recent softening, higher-income consumers remain more confident*



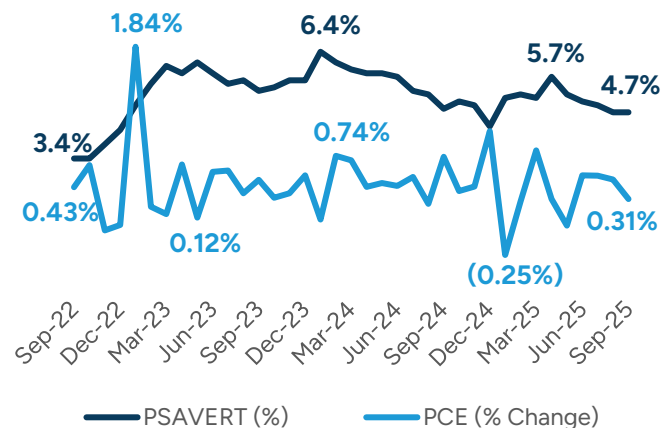
## U.S. Retail Sales vs. CPI<sup>1</sup>

*Retail spending continues to grow steadily alongside inflation, reflecting stable but cautious demand*



## Personal Savings Rate vs. PCE Growth

*Inflation is compressing disposable income, pushing households to save less as consumption growth fluctuates*



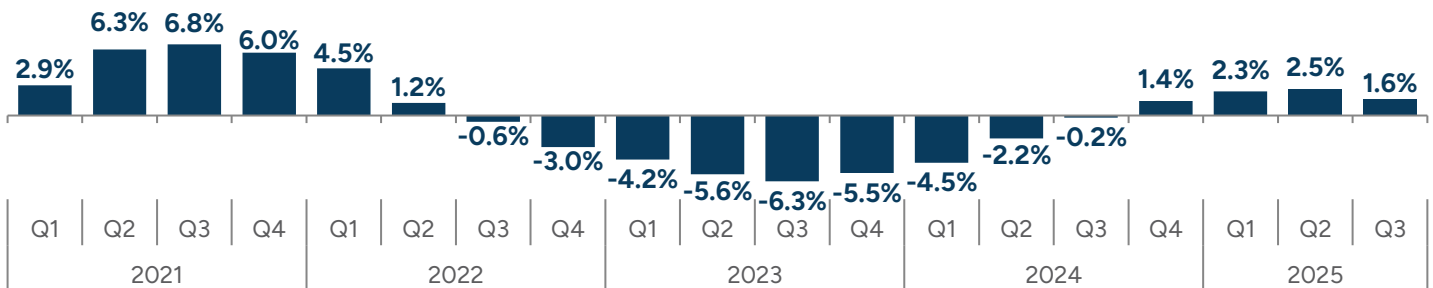
# ...And Its Effect on Packaging Sector Activity

The present landscape reflects soft shipments and muted volumes, but improving supply/demand dynamics are creating a cautiously optimistic outlook for 2026

## PACKAGING SECTOR VOLUMES

Packaging volumes converged lower in 3Q25, with shipments rising +1.6% YoY but marking the first sequential decline versus 2Q25 (+2.5%) since inflecting toward relative outperformance in 4Q24. The sector entered a volumetric recession in 2023–24 as inventory normalization took hold in a ‘lower-for-longer’ demand environment. Looking ahead, the base case for 2026 is for volumes to remain broadly in line with 2025, as the sector has already absorbed a volumetric recession

### YoY Packager Volume Growth (Consolidated Sector Average)



## Paper Packaging Subsegments in Focus

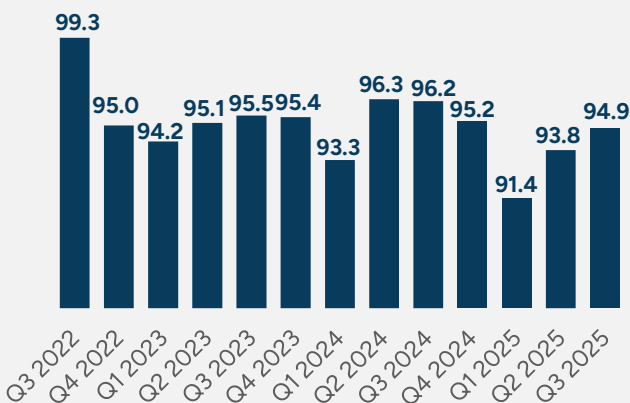
### CORRUGATED BOX SHIPMENTS

U.S. box shipments declined 1.4% YoY in Q3 2025, consistent with the soft demand trends highlighted on recent earnings calls. Analysts now expect 2025 shipments to fall to their lowest level since 2015, underscoring the depth of the current downcycle. However, forecasts point to a gradual recovery rather than a sharp rebound, with RISI projecting average annual shipment growth of 1.6% in 2026 and 2027 and volumes modestly exceeding 2024 levels by 2027

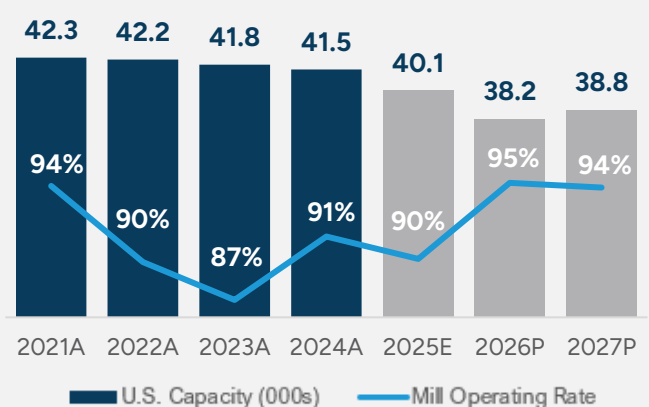
### CONTAINERBOARD SUPPLY / DEMAND CONDITIONS

North American mill closures are expected to drive higher containerboard prices beginning in 2026 despite soft demand, with capacity reductions by major producers (IP and SW) likely supporting at least one price increase over the next 6–12 months and yielding an estimated ~\$25/ton net realization by mid-2026. At the same time, improving operating rates through the next 18 months should enhance overhead absorption and strengthen pricing power, creating a more constructive setup for the industry as supply tightens into a still-muted demand environment

### U.S. Quarterly Box Shipments (Bn. sq. ft.)



### Containerboard Supply / Demand Conditions



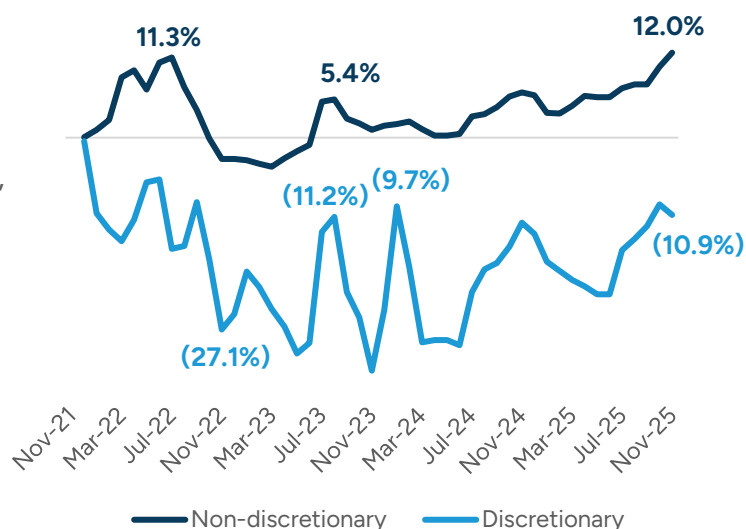
## ① Consumer Outlook Under Pressure

Consumer spending remains solid but uneven, as lower-income groups face outsized inflation pressure

- Consumer spending continues to look resilient in the aggregate, but the headline strength masks a widening divergence beneath the surface. Higher income households are accelerating their discretionary spending across various categories, such as travel and dining. This group is sustaining overall consumption trends and creating the appearance of broad-based momentum even as the underlying distribution becomes more uneven, creating a “K-Shaped” consumer environment
- Lower-income consumers are trending in the opposite direction. With essential costs remaining elevated, this segment is gravitating towards private label offerings and core staples while scaling back discretionary purchases. The divergence is now clearly visible in retail performance and highlights the extent to which top line spending data can conceal the everyday financial pressures facing the average consumer

### Discretion vs. Essential Spending (Indexed to Nov-21)

*Non-discretionary growth remains anchored by everyday consumers, while discretionary categories show signs of stabilization, driven by higher-income household demand*

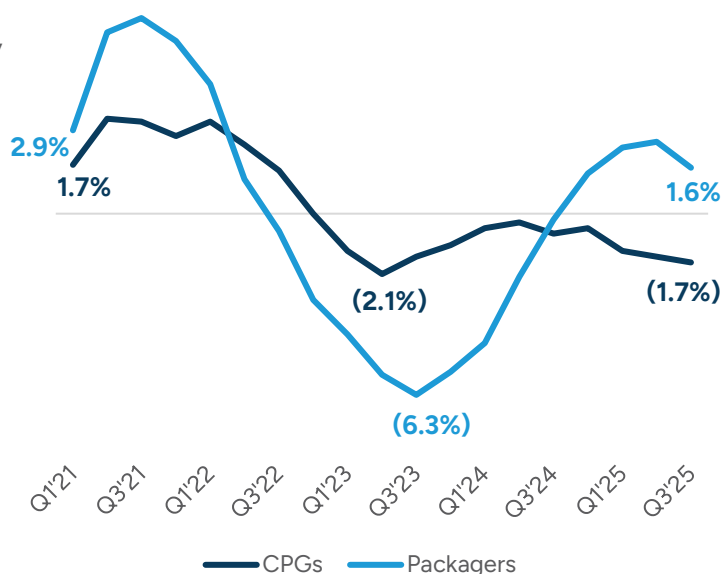


## ② Signals of Volume Recovery

Demand softness is slowing the pace of volume recovery, but there are some bright spots

- Volume recovery remains constrained by demand softness, as shown by the 12th consecutive quarter of flat-to-down CPG volumes. Manufacturers have increased promotional activity to clear inventory, but cost pressures and cautious behavior have dampened responsiveness
- Although inventory levels across the packaging sector appear to be normalizing, growth is expected to align tightly with CPG trends going forward unless end-market demand improves
- While overall demand remains muted, pure-play packagers have demonstrated more resilience than CPG players since Q4'24, benefiting from private-label exposure and stable at-home activity
- Non-discretionary categories such as protein and essential beverages continue to outperform, reinforcing stable demand for essential food-related packaging

### CPGs<sup>1</sup> vs Packagers<sup>2</sup> Volume Comparison (YoY Change)



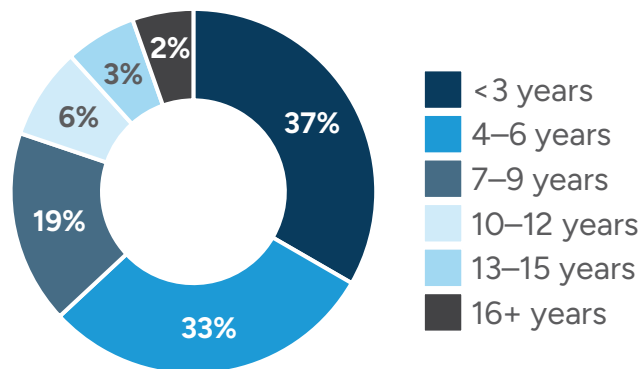
## ③ Platforms in Waiting

Ongoing market uncertainty has dampened M&A activity, resulting in a growing backlog of packaging platforms poised to enter the market

- M&A activity in the packaging sector remained selective throughout 2025, particularly in the middle market, as business performance and lingering macro uncertainty kept many owners on the sidelines. With few processes launching and still fewer reaching the finish line, a sizable backlog of packaging platforms has built up, particularly among PE-owned assets nearing the end of their hold periods. While high-quality businesses continue to attract interest, deal flow has been constrained, driven by add-ons and strategic deals
- As 2026 begins, the broader market backdrop is notably more constructive than it was a year earlier. Investors are increasingly looking past geopolitical and residual inflation concerns. The combination of pent-up supply, renewed buyer appetite, and a more stable macro setting positions the sector for a meaningful pickup in activity in the year ahead

### Current Private Equity Maturity Profile

Nearly 52% of current PE holdings fall in the 4–9 year maturity window, signaling a significant pipeline of assets poised to come to market

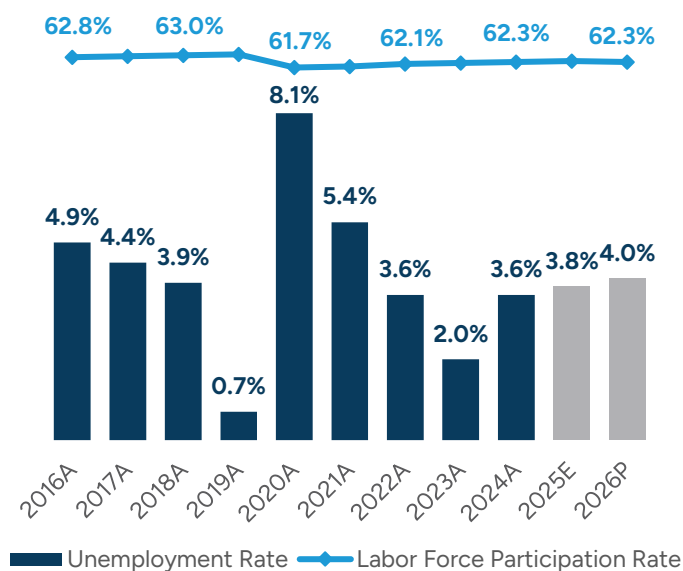


## ④ Workforce Stability in Transition

Employment is stable but fragile as the economy experiences a “low-hire, low-fire” dynamic

- Employment stability remains supported by historically low layoff activity, with employers continuing to avoid broad-based workforce reductions even as momentum softens. At the same time, hiring continues to weaken, and this slowdown is already visible across manufacturing and packaging operations, where companies are maintaining headcount but still struggling to fill skilled roles and onboard new talent
- These mixed signals point to a labor market that appears steady but is increasingly vulnerable beneath the surface. Without a meaningful pickup in hiring, the current “low-hire, low-fire” equilibrium is likely to converge toward slower employment growth in 2026. For packaging operations, that translates into persistent labor constraints, longer onboarding timelines, and limited capacity to scale production in response to changing demand

### Workforce Dynamics: Recent Trends and Outlook

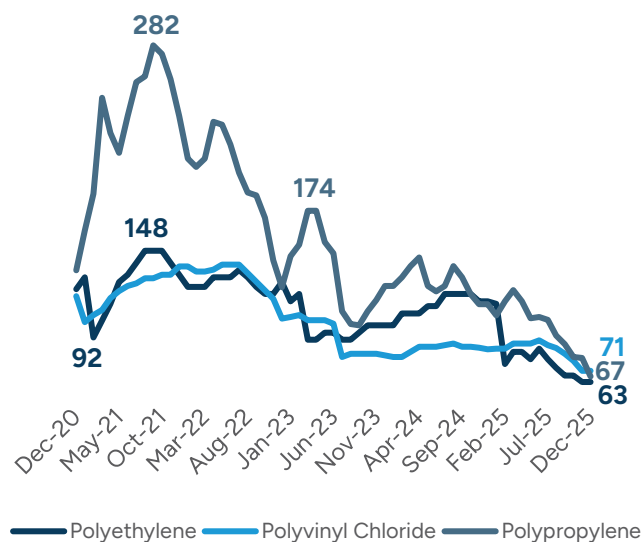


## ⑤ Raw Material Pricing Stabilization

Shifting raw material costs, supply chain dynamics, and geopolitical factors are shaping a new normal

- M&A activity in the packaging sector remained tepid throughout 2025 as business performance and lingering macro uncertainty kept many owners on the sidelines. With few processes launching and still fewer reaching the finish line, a sizable backlog of packaging platforms has built up, particularly PE-owned assets that are nearing the end of their hold periods. While high-quality businesses continue to attract strong interest, overall deal flow has been constrained, driven by smaller add-ons and select strategic deals
- As 2026 begins, the broader market backdrop is notably more constructive than it was a year earlier. Investors are increasingly looking past geopolitical and residual inflation concerns. The combination of pent-up supply, renewed buyer appetite, and a more stable macro setting positions the sector for a meaningful pickup in activity in the year ahead

**Resin Pricing Index Benchmark<sup>1</sup>**  
Stabilized resin prices buoying plastic packaging formats

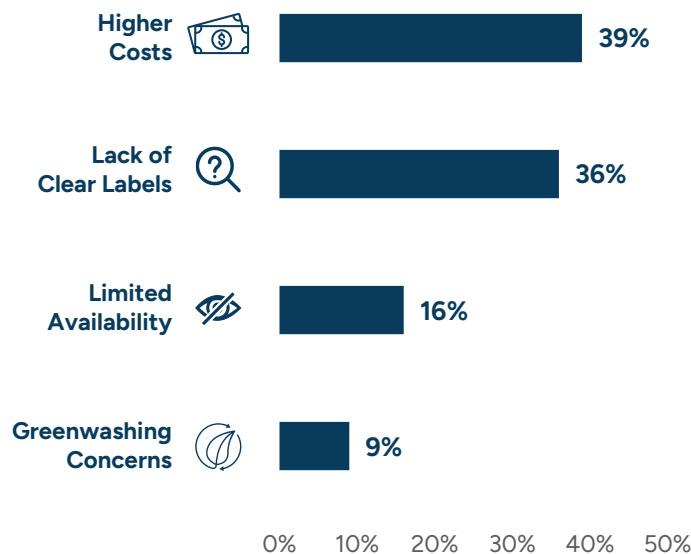


## ⑥ Sustainability at a Crossroads

Sustainability remains a top priority, but balancing the economics is becoming essential for both producers and consumers

- Consumers continue to signal that sustainability matters, even amid economic pressure. Environmental impact has returned to pre-COVID levels of importance, with 44% of consumers calling it “extremely” or “very important”. This reinforces that sustainability is not fading; it is stabilizing as an expectation rather than a trend
- Yet the economic backdrop is reshaping how sustainability must be delivered. Rising input costs and ongoing supply-chain volatility are squeezing packaging producers’ margins, limiting their ability to absorb the higher costs often associated with sustainable materials. This creates a landscape where the shift to sustainable packaging is not just a technical challenge but an economic one as well

**Barriers to Sustainable Packaging Adoption<sup>2</sup>**

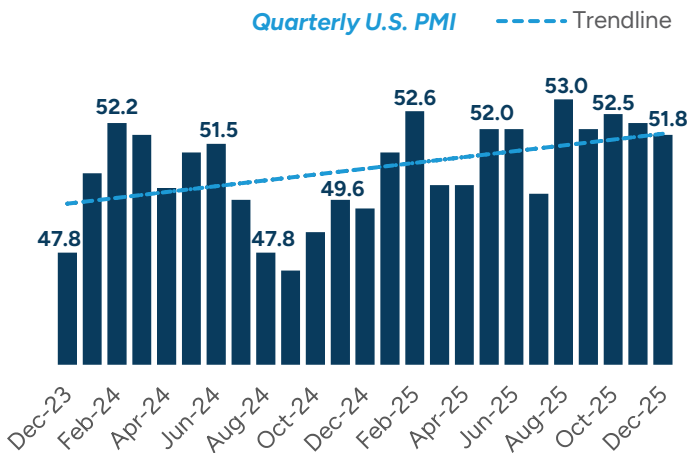


# Sector Spotlight: Protective Packaging

Protective packaging remains well positioned for steady growth as demand aligns with high-expansion end markets

## Protective Packaging In Line With Manufacturing Trends

U.S. manufacturing activity has trended upward over the past two years, with 2026 expected to extend the recovery amid reshoring and automation tailwinds



### Custom Fit Becomes the Standard

Rising demand for engineered protection tailored to product geometry and shipping mode is accelerating growth in non-commoditized formats



### Sustainability Shifts the Stage

Brand and regulatory pressure to minimize plastic usage and improve recyclability is fueling adoption of fiber-based and reusable protective formats



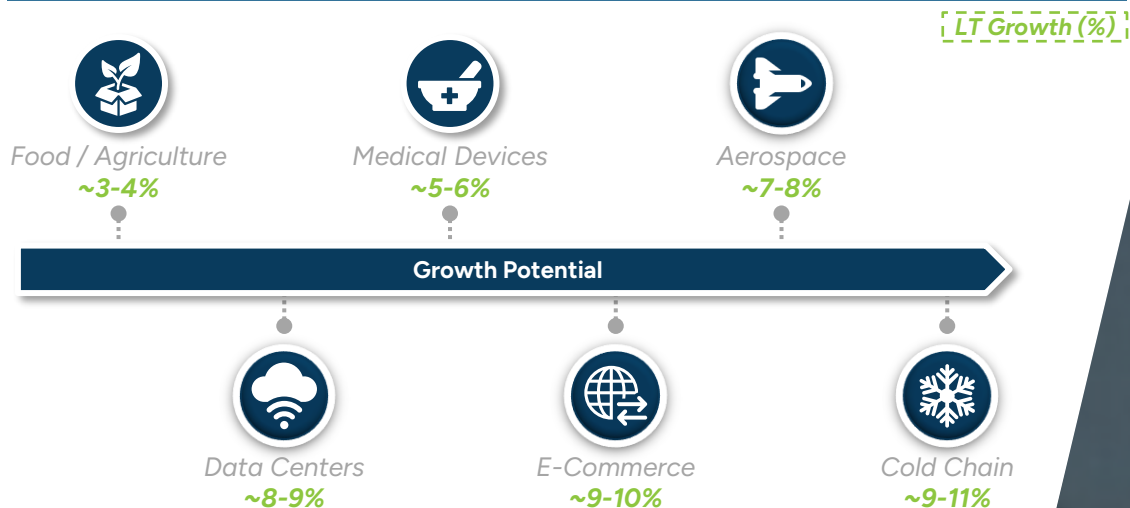
### Niche Markets Boost Demand

Niche offerings create a strong competitive moat when serving innovative markets (data centers, medical devices, A&D, etc.)

## Select Recent Deal Observations

 (NASDAQ: ELAB)	<ul style="list-style-type: none"> <li>Expands PMGC's portfolio of high-spec protective packaging for hardware, data centers, and semiconductor equipment</li> </ul>		<ul style="list-style-type: none"> <li>Compelling platform in mission-critical protective cases</li> </ul>
	<ul style="list-style-type: none"> <li>Purpose-built solutions spanning foam, corrugate, and hybrid protective assemblies</li> </ul>		<ul style="list-style-type: none"> <li>70+ years of engineering heritage across defense, medical, and industrial</li> </ul>
 PPC (2016)	<ul style="list-style-type: none"> <li>Expands global footprint with multiple facilities across the U.S., Mexico, and Malaysia</li> <li>Deepens vertical integration in protective packaging across film extrusion and paper production, enhancing capabilities for protective mailers and sustainable solutions</li> </ul>		<ul style="list-style-type: none"> <li>Enhances Inteplast's protective packaging capabilities through Con-Pearl's engineered board materials and systems</li> </ul>
	<ul style="list-style-type: none"> <li>Expands global footprint with multiple facilities across the U.S., Mexico, and Malaysia</li> <li>Deepens vertical integration in protective packaging across film extrusion and paper production, enhancing capabilities for protective mailers and sustainable solutions</li> </ul>		<ul style="list-style-type: none"> <li>Broadens solutions serving logistics, reusable bulk containers, and industrial supply chains</li> </ul>

## Alignment with High-Growth Industries



# Select Packaging Transactions

Target	Acquiror	Key Stats	Commentary
 		<b>Announced:</b> Dec. 2025 <b>Status:</b> In Process <b>TEV:</b> \$2.1B <b>EV/LTM EBITDA:</b> 8.2x	<ul style="list-style-type: none"> <li>Expands ProAmpac's flexible packaging platform with greater exposure to higher-value food, medical, and pharmaceutical end markets</li> <li>Strengthens global manufacturing footprint and sustainability capabilities while allowing TC Transcontinental to refocus on its core printing and retail services businesses</li> </ul>
 		<b>Announced:</b> Nov. 2025 <b>Status:</b> In Process <b>TEV:</b> \$10.3B <b>EV/LTM EBITDA:</b> 9.4x	<ul style="list-style-type: none"> <li>Logical take-private at attractive multiple</li> <li>CD&amp;R aims to capitalize on two core segments, Food and Protective Packaging, driven by long-term growth trends, with potential for value creation through add-on M&amp;A or divestitures</li> </ul>
 <p>a portfolio company of</p>  		<b>Announced:</b> Sep. 2025 <b>Status:</b> Closed <b>TEV:</b> N.A. <b>TEV / LTM EBITDA:</b> N.A.	<ul style="list-style-type: none"> <li>Adds thermoformed capabilities to Georgia-Pacific's consumer products platform, complementing the Dixie business</li> <li>Strengthens Georgia-Pacific's ability to deliver innovative food and beverage packaging solutions to the growing food-to-go market</li> </ul>
 <p>(ThermoSafe Business Unit)</p> 		<b>Announced:</b> Sep. 2025 <b>Status:</b> Closed <b>TEV:</b> \$650M <b>TEV / LTM EBITDA:</b> 13.0x	<ul style="list-style-type: none"> <li>SON divests its cold-chain packaging platform, further streamlining operations to focus on its core metal and fiber packaging segments</li> <li>Net proceeds from the sale will cut Sonoco's net leverage to ~3.5x</li> </ul>
 <p>(Containerboard Business)</p> 		<b>Announced:</b> Jul. 2025 <b>Status:</b> Closed <b>TEV:</b> \$1.8B <b>TEV / LTM EBITDA:</b> 8.5x	<ul style="list-style-type: none"> <li>Greif exits the containerboard business to help delever and focus on its polymer-based products segment</li> <li>PCA expects \$60M+ in synergies within two years of closing, driven by enhanced operations, mill efficiencies, and reduced transportation costs</li> </ul>
 <p>(TFP Business)</p> 		<b>Announced:</b> Dec. 2024 <b>Status:</b> Closed <b>TEV:</b> \$1.8B <b>TEV / LTM EBITDA:</b> 8.7x	<ul style="list-style-type: none"> <li>SON completely exits plastics; focus on deleveraging and integrating Eviosys</li> <li>Positive reaction on a ~1x better than expected divestiture multiple</li> </ul>
 		<b>Announced:</b> Dec. 2024 <b>Status:</b> Closed <b>TEV:</b> \$6.9B <b>TEV / LTM EBITDA:</b> 8.0x	<ul style="list-style-type: none"> <li>Complementary foodservice offering (combined 250 brands, +39K SKUs across substrates)</li> <li>Follows PTVE's divestment of upstream paper assets and focus on converting</li> </ul>
 		<b>Announced:</b> Nov. 2024 <b>Status:</b> Closed <b>TEV:</b> \$16.1B <b>EV/LTM EBITDA:</b> 8.1x	<ul style="list-style-type: none"> <li>Creates global consumer and healthcare plastic packaging giant and marks yet another large-cap deal in the sector</li> <li>Estimated \$650M run-rate pre-tax synergies (cost / growth synergies)</li> </ul>

# Select Public Company Performance

Company	Management Commentary	MRQ Results							
	<p>“Volume performance... was approximately 1 percent lower than estimated combined volumes... with growth in categories including petcare and specialty containers offset by lower volumes in categories including beauty &amp; wellness, food and foodservice.”</p> <p>– Peter Konieczny, CEO</p>	<table border="1"> <thead> <tr> <th colspan="2" data-bbox="1334 268 1524 342">YoY Growth</th> </tr> </thead> <tbody> <tr> <td data-bbox="1172 342 1334 405">Sales</td> <td data-bbox="1334 342 1524 405">(2.0%)</td> </tr> <tr> <td data-bbox="1172 405 1334 474">EBITDA</td> <td data-bbox="1334 405 1524 474">4.0%</td> </tr> </tbody> </table>	YoY Growth		Sales	(2.0%)	EBITDA	4.0%	
YoY Growth									
Sales	(2.0%)								
EBITDA	4.0%								
	<p>“Aptar delivered solid third quarter results with strong product volume growth in Pharma and Closures. As we anticipated, we are seeing the steady ramp in sales in our injectables division, which grew 18% in the third quarter, indicating an expected strong finish to the year for elastomeric components.”</p> <p>– Stephan B. Tanda, President and CEO</p>	<table border="1"> <tbody> <tr> <td data-bbox="1172 590 1334 653">Sales</td> <td data-bbox="1334 590 1524 653">6.0%</td> </tr> <tr> <td data-bbox="1172 653 1334 722">EBITDA</td> <td data-bbox="1334 653 1524 722">7.0%</td> </tr> </tbody> </table>	Sales	6.0%	EBITDA	7.0%			
Sales	6.0%								
EBITDA	7.0%								
 Ardagh Metal Packaging	<p>“We delivered a strong performance in the third quarter, with Adjusted EBITDA growth of 6% versus the prior year quarter. Our result was towards the upper end of our guidance range with both segments performing broadly in line with expectations.”</p> <p>– Oliver Graham, CEO</p>	<table border="1"> <tbody> <tr> <td data-bbox="1172 842 1334 905">Sales</td> <td data-bbox="1334 842 1524 905">8.8%</td> </tr> <tr> <td data-bbox="1172 905 1334 974">EBITDA</td> <td data-bbox="1334 905 1524 974">6.1%</td> </tr> </tbody> </table>	Sales	8.8%	EBITDA	6.1%			
Sales	8.8%								
EBITDA	6.1%								
	<p>“Our solid financial position, streamlined operating model, and disciplined growth strategy drove higher volumes and operating earnings. Continued focus on operational excellence is enhancing manufacturing efficiencies, while investments in innovation and sustainability enable our customers to meet evolving consumer needs.”</p> <p>– Daniel W. Fisher, Chairman and CEO</p>	<table border="1"> <tbody> <tr> <td data-bbox="1172 1094 1334 1157">Sales</td> <td data-bbox="1334 1094 1524 1157">9.6%</td> </tr> <tr> <td data-bbox="1172 1157 1334 1226">EBITDA</td> <td data-bbox="1334 1157 1524 1226">5.7%</td> </tr> </tbody> </table>	Sales	9.6%	EBITDA	5.7%			
Sales	9.6%								
EBITDA	5.7%								
 Brand-Building Packaging™	<p>“Driving the results was 12% volume growth in European Beverage, leading to a gain of 27% in European segment income. Global beverage can volumes were mixed during the quarter with softness in Asia and Latin America offsetting double-digit advances in Europe and the Middle East.”</p> <p>– Timothy J. Donahue, Chairman, President and CEO</p>	<table border="1"> <tbody> <tr> <td data-bbox="1172 1346 1334 1409">Sales</td> <td data-bbox="1334 1346 1524 1409">4.1%</td> </tr> <tr> <td data-bbox="1172 1409 1334 1478">EBITDA</td> <td data-bbox="1334 1409 1524 1478">4.4%</td> </tr> </tbody> </table>	Sales	4.1%	EBITDA	4.4%			
Sales	4.1%								
EBITDA	4.4%								
	<p>“Against a backdrop of sluggish consumer volumes, we executed well in the quarter, reduced inventory, and saw our innovation engine open new markets for paperboard packaging. As food affordability challenges ease, the full power of our business model and its cash generating potential will become even more apparent.”</p> <p>– Michael Doss, President and CEO</p>	<table border="1"> <tbody> <tr> <td data-bbox="1172 1640 1334 1703">Sales</td> <td data-bbox="1334 1640 1524 1703">(1.2%)</td> </tr> <tr> <td data-bbox="1172 1703 1334 1772">EBITDA</td> <td data-bbox="1334 1703 1524 1772">(11.5%)</td> </tr> </tbody> </table>	Sales	(1.2%)	EBITDA	(11.5%)			
Sales	(1.2%)								
EBITDA	(11.5%)								

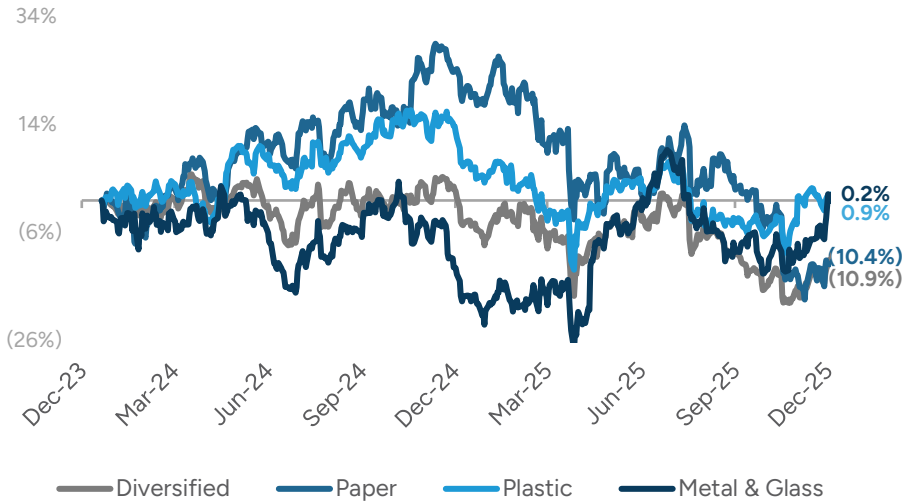
# Select Public Company Performance (cont.)

Company	Management Commentary	MRQ Results							
	<p>"In Q4 of fiscal 2025, Greif navigated a shortened two-month quarter with net sales modestly lower as volumes in core segments weighed on results, while pricing and currency effects helped offset some of the impact. Management emphasized that ongoing cost optimization, segment reorganization, and resilient customer demand are key drivers supporting sales and long-term volume stability."</p> <p>– Ole Rosgaard, CEO</p>	<table border="1"> <thead> <tr> <th colspan="2" data-bbox="1333 268 1520 331">YoY Growth</th> </tr> </thead> <tbody> <tr> <td data-bbox="1170 331 1333 394">Sales</td> <td data-bbox="1333 331 1520 394">(3.3%)</td> </tr> <tr> <td data-bbox="1170 394 1333 443">EBITDA</td> <td data-bbox="1333 394 1520 443">(3.7%)<sup>1</sup></td> </tr> </tbody> </table>	YoY Growth		Sales	(3.3%)	EBITDA	(3.7%) <sup>1</sup>	
YoY Growth									
Sales	(3.3%)								
EBITDA	(3.7%) <sup>1</sup>								
	<p>"Our third-quarter results reflect strong progress in our transformation, with a 28% sequential improvement in adjusted EBITDA driven by pricing, cost management, and lower fiber costs... Year-over-year box shipment growth in North America during September signals improving demand... despite continued market softness."</p> <p>– Andy Silvernail, Chairman and CEO</p>	<table border="1"> <tbody> <tr> <td data-bbox="1170 615 1333 678">Sales</td> <td data-bbox="1333 615 1520 678">(4.0%)<sup>2</sup></td> </tr> <tr> <td data-bbox="1170 678 1333 726">EBITDA</td> <td data-bbox="1333 678 1520 726">(9.6%)<sup>2</sup></td> </tr> </tbody> </table>	Sales	(4.0%) <sup>2</sup>	EBITDA	(9.6%) <sup>2</sup>			
Sales	(4.0%) <sup>2</sup>								
EBITDA	(9.6%) <sup>2</sup>								
	<p>"We had a very strong quarter in the legacy PCA packaging business... corrugated volume continuing to reflect cautious ordering patterns and improving throughout the quarter, with volume and price largely on plan... Our containerboard mills continued to operate very efficiently and we ended the quarter at targeted containerboard inventory levels in the legacy PCA system."</p> <p>– Mark W. Kowlzan, Chairman and CEO</p>	<table border="1"> <tbody> <tr> <td data-bbox="1170 863 1333 926">Sales</td> <td data-bbox="1333 863 1520 926">6.0%</td> </tr> <tr> <td data-bbox="1170 926 1333 974">EBITDA</td> <td data-bbox="1333 926 1520 974">9.3%</td> </tr> </tbody> </table>	Sales	6.0%	EBITDA	9.3%			
Sales	6.0%								
EBITDA	9.3%								
	<p>"Q3 2025 results showed the effectiveness of our strategic growth efforts and careful capital deployment, driving 11% Adjusted EBITDA growth, with the 15% sales increase to \$2.01 billion primarily driven by the Weener acquisition, pass-through of higher raw material costs, and continued strong organic growth in dispensing products and metal containers for pet food, partially offset by lower North American beverage closure volumes."</p> <p>– Adam Greenlee, President and CEO</p>	<table border="1"> <tbody> <tr> <td data-bbox="1170 1146 1333 1209">Sales</td> <td data-bbox="1333 1146 1520 1209">15.0%</td> </tr> <tr> <td data-bbox="1170 1209 1333 1260">EBITDA</td> <td data-bbox="1333 1209 1520 1260">11.0%</td> </tr> </tbody> </table>	Sales	15.0%	EBITDA	11.0%			
Sales	15.0%								
EBITDA	11.0%								
	<p>"Performance was driven by the continued operational and commercial improvements in our N. American business and our strong positions in EMEA and APAC and Latin America."</p> <p>"Our corrugated operations continue to focus on value over volume and exiting uneconomic business... delivering innovation, quality and service for our customer base, has delivered a strong improvement in returns."</p> <p>– Tony Smurfit, President and CEO</p>	<table border="1"> <tbody> <tr> <td data-bbox="1170 1430 1333 1493">Sales</td> <td data-bbox="1333 1430 1520 1493">4.3%</td> </tr> <tr> <td data-bbox="1170 1493 1333 1541">EBITDA</td> <td data-bbox="1333 1493 1520 1541">2.9%</td> </tr> </tbody> </table>	Sales	4.3%	EBITDA	2.9%			
Sales	4.3%								
EBITDA	2.9%								
	<p>"Performance was driven by the addition of Metal Packaging EMEA, improved results in our U.S. Metal Packaging business, and pricing, cost, and productivity improvements, while the planned ThermoSafe divestiture will further simplify our portfolio and strengthen our balance sheet."</p> <p>– Howard Coker, President and CEO</p>	<table border="1"> <tbody> <tr> <td data-bbox="1170 1698 1333 1761">Sales</td> <td data-bbox="1333 1698 1520 1761">1.3%</td> </tr> <tr> <td data-bbox="1170 1761 1333 1810">EBITDA</td> <td data-bbox="1333 1761 1520 1810">(1.1%)</td> </tr> </tbody> </table>	Sales	1.3%	EBITDA	(1.1%)			
Sales	1.3%								
EBITDA	(1.1%)								

# Packaging Subsector Performance

Packaging subsectors continue to diverge in both valuation and share price performance, with Plastics outperforming while Paper and Diversified lag

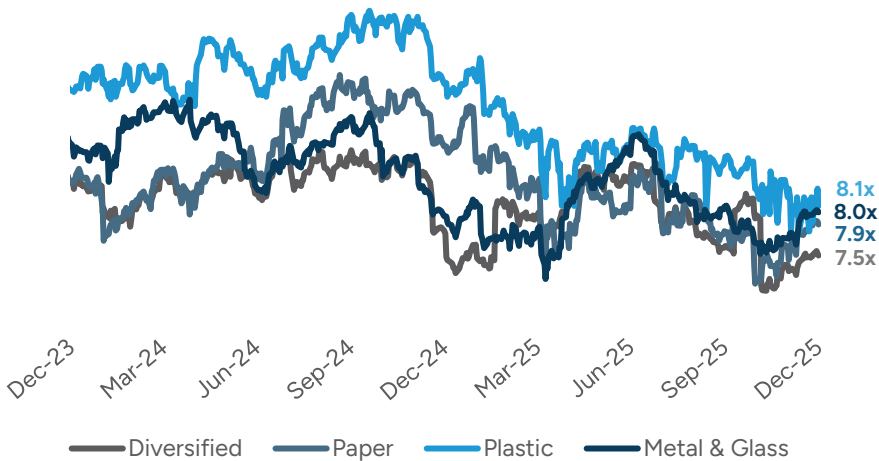
### Subsector Indices Share Price Performance



### Share Price Trends

Category	2-Year	1-Year	3-Month
Diversified	(10.9%)	(5.9%)	1.9%
Paper	(10.4%)	(25.2%)	(12.8%)
Plastic	0.9%	(3.3%)	4.6%
Metal & Glass	0.2%	23.2%	6.9%

### Subsector Indices EV / NTM EBITDA Trading Multiples



### EV / NTM EBITDA Multiple Trends

Category	2-Year	1-Year	3-Month
Diversified	7.9x	7.9x	7.6x
Paper	8.1x	8.1x	7.6x
Plastic	8.7x	8.7x	8.3x
Metal & Glass	8.0x	8.0x	7.8x

## Selected Packaging Companies

**Diversified**

**Paper**

**Plastic**


**Metal & Glass**

# Recent M&A Activity


Ann. Date	Target (Ownership)	Acquiror (Ownership)	Segment
Dec-25	Municipal Packaging	JohnsByrne (GHK Capital)	Paper Packaging
Dec-25	Merrill's Packaging	Nelipak (Kohlberg & Co.)	Rigid / Healthcare Packaging
Dec-25	Siena Plastics	Mauser Packaging Solutions	Rigid Packaging
Nov-25	Color Craft Graphic Arts (First Capital)	PaperWorks Industries (Gamut Capital)	Paper Packaging
Nov-25	Craft Beverage Warehouse	TricorBraun (Ares / OTPP)	Distribution
Nov-25	Comar (Morgan Stanley Capital Partners)	Precision Concepts (Sterling Group)	Rigid Packaging
Oct-25	AMCLO Group	Gilpin and Company	Rigid Packaging
Sep-25	Currier Plastics	Sheridan Capital Partners	Rigid / Healthcare Packaging
Sep-25	Superior Lithographics	Momentum (CORE Industrial)	Paper Packaging
Sep-25	Vital Pack	SupplyOne (Wellspring Capital)	Distribution
Sep-25	S. Walter Packaging ( <i>Distribution Division</i> ) (Larsen MacColl Partners)	Veritiv (CD&R)	Distribution
Aug-25	International Paper (Global Cellulose Fiber)	American Industrial Partners	Paper Packaging
Aug-25	Zero Manufacturing (CE Star Holdings)	Rockwood Equity Partners	Specialty Packaging
Jul-25	Precision Concepts (ONCAP)	The Sterling Group	Rigid Packaging
Jul-25	IFCO (Abu Dhabi Investment Authority)	Stonepeak Partners	Specialty Packaging
Jul-25	The Illuminate Group	Compass Group Equity Partners	Specialty Packaging
Jul-25	M&Q Packaging (Heartwood Partners)	ShoreView Industries	Flexible Packaging

# Recent Stout Packaging Transactions

## Stout Advises Currier Plastics (“Currier”) Sale to Sheridan Capital Partners




has been acquired by




SELL-SIDE ADVISOR

- ❖ Currier is a provider of precision healthcare consumables and premium packaging products serving the healthcare, food & beverage, and personal care markets
- ❖ By leveraging both injection and blow molding expertise, Currier delivers complex, difficult-to-replicate solutions that foster customer loyalty
- ❖ Currier’s competitive advantage stems from its automation and cleanroom capabilities, which enable the production of highly customized, specification-driven plastic solutions. Stout’s full press release can be found [here](#)

## Stout Advises JP Graphics Sale to SigmaQ



has been acquired by



SELL-SIDE ADVISOR

- ❖ JP Graphics is a full-service packaging solutions provider to blue-chip customers serving the food & beverage, health & wellness, and consumer goods markets
- ❖ SigmaQ is a provider of integrated corrugated packaging solutions in Latin America, serving diverse industries with tailored products and regional scale
- ❖ The acquisition of JP Graphics strengthens SigmaQ’s presence in the United States and marks a strategic step toward expansion in North America while broadening its packaging offering. Stout’s full press release can be found [here](#)

## Stout Advises McLoone Metal Graphics Sale to Clarion Safety Systems



a portfolio company of



has been acquired by



a portfolio company of



Sub-managed by Levine Leichtman

SELL-SIDE ADVISOR

- ❖ McLoone manufactures custom metal and plastic labels, ID plates, and overlays for industrial and commercial applications
- ❖ Clarion Safety Systems is a designer and manufacturer of visual safety solutions dedicated to protecting people while reducing business risk
- ❖ Clarion Safety’s reputation for excellence and standards-based safety expertise enables McLoone to elevate its legacy of quality, responsiveness, and craftsmanship to new heights. Stout’s full press release can be found [here](#)

# Stout Packaging Investment Banking Team

## ABOUT

Our firm is a trusted advisor to leading organizations due to our deep industry knowledge, senior-level attention, process expertise, and relentless focus on delivering unparalleled results

The Stout Packaging team has extensive experience across a range of key packaging subsectors, processes, and end markets. We leverage strong, long-standing relationships with key strategic consolidators and highly active financial sponsors in the space, which enables us to provide superior outcomes for our clients. [Learn more about our Packaging Industry Coverage and Resources](#)

## FOCUS AREAS

### Subsectors

- Fiber
- Plastic
- Metal and Glass
- Labels
- Specialties
- Distribution

### End Markets

- Food & Beverage
- Consumer Goods
- Cosmetics
- Cold Chain
- Foodservice
- Healthcare / Pharma
- Industrial

## SELECT TRANSACTIONS

**CURRIER**  
has been acquired by  
**SHERIDAN CAPITAL PARTNERS**  
SELL-SIDE ADVISOR

**JP Graphics**  
has been acquired by  
**sigmaQ**  
SELL-SIDE ADVISOR

**MCLOONE** PRODUCT IDENTIFICATION  
a portfolio company of  
**JSJ**  
has been acquired by  
**clarion**  
a portfolio company of  
**CNL Strategic Capital**  
Sub-managed by Euron 1838man  
SELL-SIDE ADVISOR

**HC** 115110 Companies  
a portfolio company of  
**Platinum Equity**  
has acquired  
**CHG**  
BUY-SIDE ADVISOR

**AGH**  
a portfolio company of  
**ALTA**  
has been acquired by  
**sigmaQ**  
SELL-SIDE ADVISOR

**JADE ROAD**  
has been acquired by  
**voyant**  
a portfolio company of  
**WIND POINT PARTNERS**  
SELL-SIDE ADVISOR

**Insight Equity**  
has acquired  
**clearly clean.**  
BUY-SIDE ADVISOR

**GORES HOLDINGS VIII, INC.**  
has been merged with  
**FOOTPRINT**  
FINANCIAL ADVISOR

**IN-PACK MACHINERY**  
a portfolio company of  
**AMBIENTA**  
has acquired  
**KARLVILLE SWISS CONVERTING MACHINES**  
SELL-SIDE ADVISOR

**PPG**  
Capital Raise  
FINANCIAL ADVISOR

**NASCO**  
a portfolio company of  
**EXLETFREE & PARTNER**  
has divested  
**WHIRL-PAK**  
TO  
**Filtration Group**  
a portfolio company of  
**MADISON INDUSTRIES**  
SELL-SIDE ADVISOR

**INTERTECH**  
has been acquired by  
**TriMas**  
SELL-SIDE ADVISOR

## UPCOMING EVENTS 2026

### MD&M West:

February 3 – 5

### LUXE Pack New York:

May 6 – 7

### Pack Expo Chicago:

October 18 – 21

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