Strategic report

Who we are

SIG is a leading system solutions provider of packaging for better – better for our customers, for consumers, and for the world. With our unique portfolio of carton, bag-in-box, and spouted pouch, we work in partnership with our customers to bring food and beverage products to consumers around the world in a safe, sustainable, and affordable way.

Number of packs produced in 2025

53.9bn

2024: 56.5 billion

Valued customers[1]

750+

1 Includes all customers for carton, bag-in-box and spouted pouch.
2 Company estimate based on data from Euromonitor passport and Global Data.
3 Represents spouted pouch systems.
4 Excludes Group Functions.

Leading market positions across packaging systems

Carton

65ml – 2ltr packs

Fruit juices, non-carbonated soft drinks, liquid dairy and plant-based alternatives, liquid food

Aseptic carton: no. 2 global[2]

Chilled carton: no. 1 Asia[2]

Spouted pouch

50ml – 500ml+ packs

Dairy & yogurt drinks, fruit purées, baby food, sauces

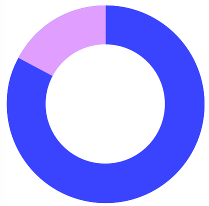
no. 2 global[2,3]

Bag-in-box

2ltr – 1,300ltr packs

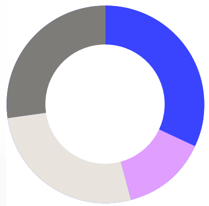
Food service, smart dispensing in dairy, beverage concentrates, liquid food, tomato products, wine, water.

no. 1 global[2]



Revenue by product 2025

Carton	83%
Bag-in-box and spouted pouch	17%



Total revenue 2025[4] by segment

Europe	32%
IMEA	14%
APAC	27%
Americas	27%

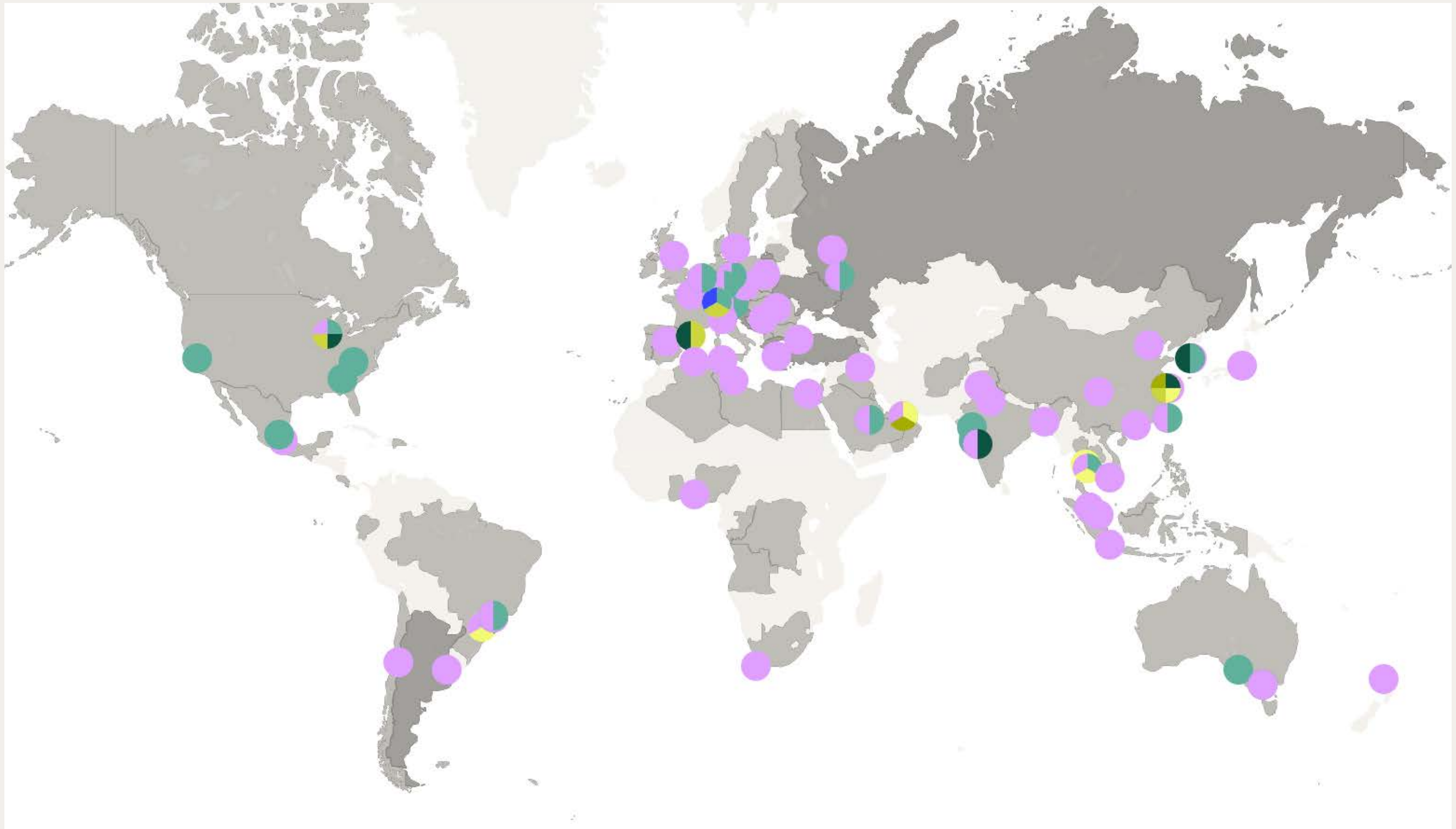
Our diversified global footprint

We have a diversified global footprint with a strong presence in both established and emerging markets. Aseptic carton in particular is well positioned in emerging markets and we are leveraging this to further expand the penetration of bag-in-box and spouted pouch.

We offer our global customer base outstanding levels of technical engineering and service. Customers are also able to visit our global R&D centers where they experience firsthand the power of our innovation and where we are able to co-create exciting new offerings together.

Our unique offering:

- Strong presence in **emerging markets**
- Functional expertise with knowledge sharing globally
- Technical engineering and service
- Commercial synergies across packaging types
- Significant **global R&D** network
- Global People and Culture approach **for one SIG culture**



Sales & services:	Production plants:	Equipment assembly plants and parts:	Training centers:	R&D centers:	Technology centers:
55	27	8	5	5	3

Financial highlights 2025

Revenue
€3.25bn
2024: €3.33bn

Revenue growth at constant currency[6]
0.4%
2024: 4.3%

Adjusted EBITDA
€718m
Excluding non-recurring charges: €788m
2024: €820m

Adjusted EBITDA margin
22.1%
Excluding non-recurring charges: 24.2%
2024: 24.6%

Adjusted EBIT
€442m
Excluding non-recurring charges: €511m
2024: €550m

Adjusted net income
€231m
Excluding non-recurring charges: €285m
2024: €308m

Adjusted EPS (diluted)
€0.60
Excluding non-recurring charges: €0.75
2024: €0.81

ROCE[1]
25.5%
Excluding non-recurring charges: 29.9%
2024: 27.5%

Leverage
3.0x
2024: 2.6x

Free cash flow
€191m
2024: €290m

Non-financial highlights 2025

Nutritious food delivered in SIG packaging (liters)[2]
16.8bn
2024: 16.4bn

Food packed with SIG Terra packaging materials[3] **(liters packed)**
1,976.3m
2024: 1,683.6m

Food packed with SIG Terra packaging materials (% of total liters packed in SIG packs)
6.7%
2024: 5.5%

Scope 1 and 2 greenhouse gas emissions (thousand metric tons of CO_2 equivalent)
20.4
2024: 20.1[4]

Renewable energy for production
100%
2024: 100%

Total recordable case rate[5] **(per 200,000 hours worked)**
0.89
2024: 0.63

Women in leadership
25%
2024: 25%

Area of improved forest management targeted by our WWF partnership projects
300,000ha
2024: 330,000ha

EcoVadis rating[7]
Platinum
Platinum with a record score of 99/100 in 2025 vs Platinum with score of 96/100 in 2024

S&P Global Corporate Sustainability Assessment
76/100
2024: 71/100

1 Based on adjusted effective tax rate.
2 Defined by the independent Health Star Rating System, as food and drinks that contribute to a balanced diet and lead to better health healthstarrating.gov.au.
3 Our SIG Terra portfolio showcases our most sustainable innovations – including aseptic cartons with no aluminum layer, polymers linked to forest-based and recycled materials (via an independently certified mass balance system) and recycle-ready bag-in-box and spouted pouch solutions.
4 Includes retrospective adjustment of emission factors.
5 Total recordable cases include lost-time, medical treatment and restricted work cases.
6 Revenue growth at constant currency and constant resin: 0.1%
7 The use of the EcoVadis platinum badge is NOT a certification or an endorsement of a company or its products or services, and it does not indicate that the company's products or services are specifically sustainable or more sustainable than another company's products or services.

Our value creation model

Our distinctive model for superior value creation

SIG is an established player in an attractive industry in which long term growth is driven by an increasing global population, higher disposable income and demand for safe food. We are a leader in aseptic packaging systems in carton, bag-in-box and spouted pouch.

Our proprietary aseptic packaging process allows beverages and liquid food to maintain their taste, appearance and nutritional qualities for up to 12 months without the use of refrigeration or preservatives.

Across all three substrates, SIG is an industry leader in Total Cost of Ownership (TCO) and environmental performance. Our packaging substrates are resource efficient with the lowest carbon footprint compared to competing substrates, while filling systems and after-sales technical services enable our customers to run their operations smoothly and with a competitive total cost of operations.

We believe our razor/razor blade operating model leads to recurring revenue streams and, when combined with our innovation capabilities, allows the Group to generate superior returns for shareholders with above market growth and best-in-class profitability.

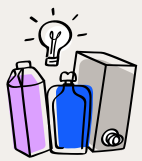
Explore our **interactive model:**

Online Report →

Attractive industry and end-markets

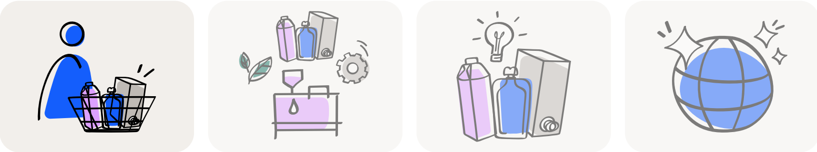
Established platform

Industry-leading innovations



Superior value creation for all our stakeholders

Click on cards to get more information



Attractive industry and end-markets

Our end markets are characterized by structural drivers to capture food and beverage growth.

Population growth: every year the global population increases by approximately 70 million people[1]. Rising disposable income: economic growth is leading to higher disposable incomes and a growing middle class in urban areas who demand packaged food. Consumers demand safe and hygienic food and beverages.

On top of the structural drivers, we consider four key consumer trends that shape the growth of the food and beverage market:

Healthy nutrition

There is increasing demand for healthier food and beverage products, for example products which are low in sugar, high in vitamins, high in protein or plant based. SIG's unique filling capabilities including our drinksplus technology allow us to partner with our customers to identify and launch new products that expand the customers core portfolio e.g. protein drinks, drinking yoghurts.

Affordability

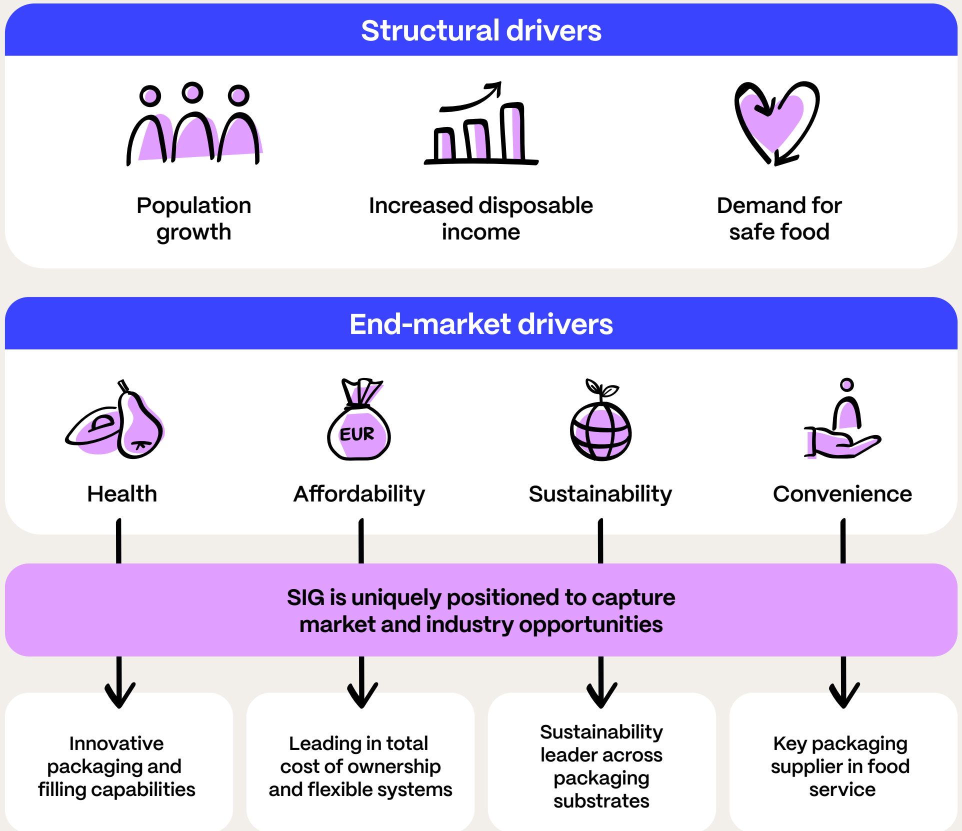
Affordability remains a major purchase driver, especially in emerging markets and value segments. Through the SIG NEO platform, SIG further strengthens its leading position in Total Cost of Ownership (TCO), enabling customers to optimize production costs and introduce entry-level products. This flexibility supports volume growth while keeping products accessible for consumers.

Sustainability

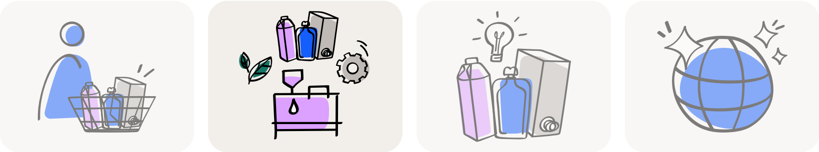
Sustainable packaging is a key purpose at SIG. We believe in better. Through our SIG Terra portfolio, we are an industry leader in low-carbon packaging, higher renewable content, and improved design for recycling, all while remaining fully compatible with our global installed machine base – enabling customers to transition without operational disruption or major investments.

Convenience

Changing lifestyles and the growth of out-of-home consumption are reshaping demand. SIG's differentiated packaging systems support on-the-go formats and foodservice channels, enabling brands to expand into new consumption occasions with convenient, easy-to-use packs.



1 www.worldometers.info.



Our established platform

For many decades we have been combining our innovative packaging materials, aseptic filling technology, versatile packaging solutions, technical and digital services and strong global R&D network, to create one of the few true aseptic system suppliers in the world.

- By creating our systems with a TCO-mindset, our solutions offer best-in-class economics.
- We offer a unique packaging solutions portfolio providing filling machines and associated packaging materials for carton, bag-in-box and spouted pouch packaging. This portfolio enables our customers to broaden their core offering and enter new categories and channels.
- We are pioneers in sustainable packaging. That includes sourcing of certified raw materials, using renewable energy in our processes, and achieving numerous industry firsts with our packaging innovations including alu-free aseptic cartons. Our alu-free aseptic cartons have a carbon footprint that is approximately 25% lower than our standard carton (which are already best in class).
- Our in-depth commercial excellence framework allows us to understand customer demand and rigorously apply value-based solution selling, pricing, and deal structuring.

Developments in 2025

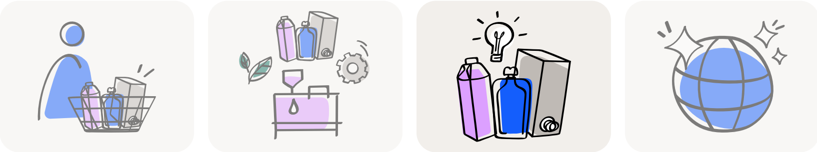
- Placed 68 aseptic carton filling machines
- Used our volume flexibility to offer customers entry level products in markets with soft demand.
- Start of production in our new aseptic carton plant in India.

Leader in aseptic packaging solutions

- Unique set of packaging types and materials
- Flexible and TCO-efficient filling technology
- Digital and technical services
- Pioneers in sustainability

Strong global operational and commercial foothold

Commercial excellence and system-based business model



Industry-leading innovations

For decades, we have led the food and beverage packaging industry through groundbreaking innovations, driven by our in-depth R&D capabilities, aseptic expertise and a track record of industry firsts. Our aim is to redefine the boundaries of packaging solutions, so that they are not only cutting-edge but also ahead of the evolving demands of the market.

Aseptic technology is at the core of our innovation, where we continuously aim to set new performance benchmarks for the highest levels of hygiene and product safety. Our focus on Total Cost of Ownership (TCO) and filling capabilities enables our customers to fill a variety of products with leading operational efficiency.

Innovation stems from deep consumer insights, rigorous testing, and continuous refinement. At SIG, we embrace a consumer-centric approach – discovering needs, generating ideas, testing concepts, and refining solutions until a breakthrough emerges that genuinely addresses customer and consumer demands.

Material science is key to creating differentiated and sustainable packaging. We develop next-generation materials that enhance recyclability, lower carbon footprints, and maximize renewability – ensuring our packaging solutions contribute more to people and the planet than they take from it.

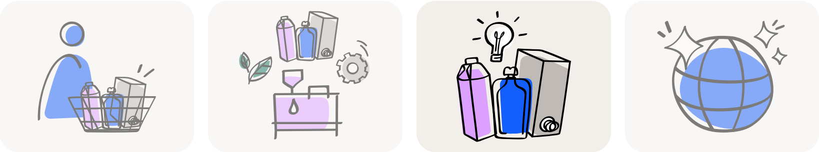
Leverage R&D capabilities across packaging types

Aseptic technology
Reaching new levels of aseptic performance

Filling capabilities
TCO advancements and product versatility

Packaging differentiation
Consumer centricity

Material science & sustainability
Next-level structure development



Industry-leading innovations

Developments in 2025

SIG NEO – filling systems innovation and TCO excellence

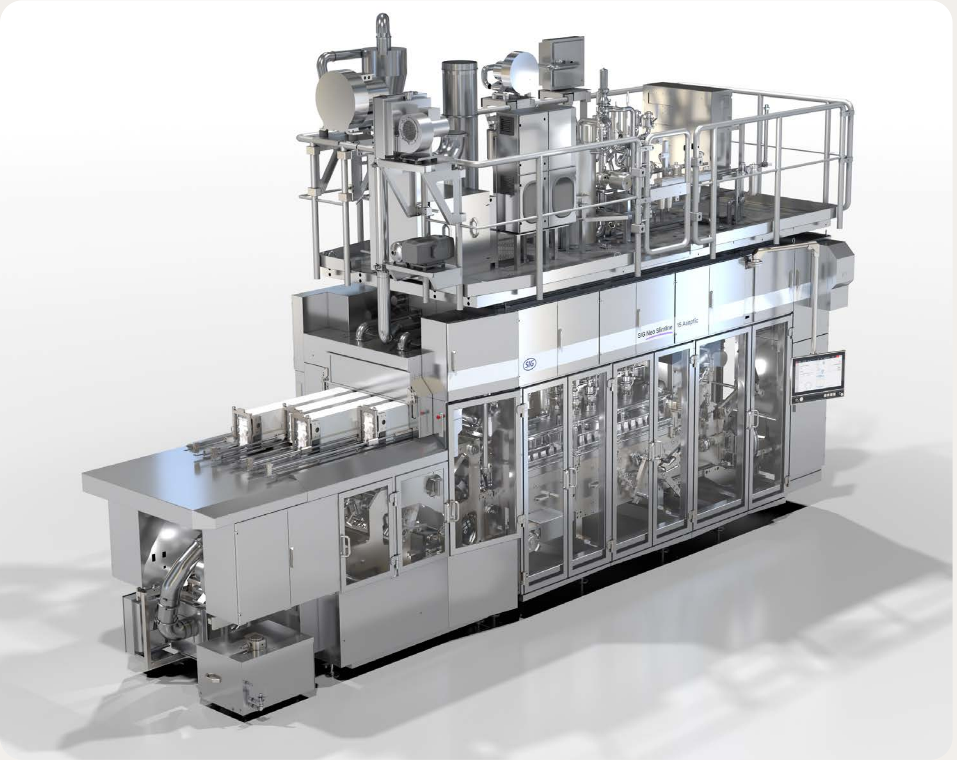
SIG NEO represents our commitment to delivering best-in-class filling performance across all platforms. Our innovation efforts are centered on increasing output, improving line efficiency and reducing operational complexity for customers. By continuously enhancing machine performance, lowering energy consumption and optimizing maintenance requirements, SIG strengthens its position as an industry leader in Total Cost of Ownership. This enables customers to scale production efficiently, respond faster to market demand and operate with greater cost competitiveness.

SIG Terra – sustainable material leadership

SIG Terra focuses on innovative sustainable packaging materials across our portfolio. This includes expanding aluminum-layer-free aseptic carton structures and increasing renewable content while maintaining full barrier performance for oxygen-sensitive products. These innovations support SIG's sustainability strategy and enable customers to reduce their environmental footprint without compromising product protection. Designed for plug-and-play use on existing SIG filling lines, SIG Terra delivers sustainable innovation without operational trade-offs – turning installed base compatibility into a genuine competitive advantage.

Packaging differentiation – convenience and shelf impact

We continue to innovate in packaging formats that combine consumer convenience with strong on-shelf differentiation. Through innovative formats and designs, SIG enables customers to differentiate their products at the point of sale and respond to evolving consumer needs for convenience.






Superior value creation

In 2025, after completing a thorough strategic review, the Company established foundations to support future value creation.

Our value creation model is anchored in three core pillars: multiple growth drivers, an attractive margin profile, and a robust return profile.

Multiple Growth Drivers

We are positioned to benefit from long term secular consumer trends that continue to shape global demand for safe, convenient, and sustainable packaging solutions. Our differentiated product offering enables us to address a broad range of customer needs, while ongoing developments in our aseptic spouted pouch and bag-in-box (BIB) platforms provide further avenues for structural, category driven growth. These drivers collectively underpin a strong and diversified growth outlook.

Attractive Margin Profile

Our focus on asset efficiency and continuous performance improvement supports our ability to maintain and enhance industry leading margins. Innovation remains a key contributor to margin resilience, allowing us to offer premium solutions. This combination strengthens our long term profitability and reinforces our competitive position.

Robust Return Profile

A rigorous and disciplined capital allocation supports sustainable value creation for shareholders. Our business model benefits from low working capital intensity, enabling strong cash conversion and operational flexibility. Our commitment to further reduce leverage and re establish dividends reflects confidence in our cash-generation capabilities and long term financial outlook.

Progress in 2025

In a challenging market environment, revenue growth remained stable at 0.4% on a constant currency basis and 0.1% when measured in both constant currency and constant resin.

Adjusted EBITDA margin for 2025 was 22.1%, 24.2% excluding non-recurring charges (2024: 24.6%). Adjusted EBIT margin, introduced in 2025, was 13.6%, 15.7% excluding non-recurring charges (2024: 16.5%). The introduction of adjusted EBIT emphasized the Group's commitment to measuring its capital returns.

Free cash flow amounted to €191 million, attributable to a decrease in adjusted EBITDA and increased volume rebate payments, resulting from strong volume growth in 2024.

Net leverage at 3.0 times as of December 31, 2025 was impacted by our non-recurring charges (December 31, 2024: 2.6x). Net leverage for our debt covenants, as calculated under the credit agreements, was 2.8x as of December 31, 2025.

The Group achieved a record Ecovadis score in 2025 of 99 and our status as among the top 1% of all companies assed was confirmed by Ecovadis.[2]

Adjusted EBITDA margin

22.1%

Excluding non-recurring charges: 24.2%
2024: 24.6%

ROCE[1]

25.5%

Excluding non-recurring charges: 29.9%
2024: 27.5%

Net debt to adjusted EBITDA December 31, 2025

3.0x

2024: 2.6x

Free cash flow

€191m

2024: €290m

1 Based on adjusted effective tax rate.
2 The use of the EcoVadis platinum badge is NOT a certification or an endorsement of a company or its products or services, and it does not indicate that the company's products or services are specifically sustainable or more sustainable than another company's products or services.

Letter from the Chairman

Ola Rollén
Chairman

Dear Shareholders,

Having joined SIG in April 2025, I was impressed by the strength of SIG's core business, its technology leadership in aseptic system solutions and the deep commitment of its people. At the same time, it became clear to me and the Board that a thorough review of the Group's strategic priorities was required to ensure sustainable performance in a more challenging market environment.

In 2025, SIG therefore took decisive steps to sharpen its strategic focus. Following an intensive strategy review process, the Board defined a clear roadmap to improve business performance, focusing on portfolio optimization, operational improvement and a more rigorous approach to capital discipline. We are convinced that these priorities, together with SIG's unique business model, provide a solid foundation for long-term value creation.

Mikko Keto
CEO appointed,
as of March 1, 2026

Leadership changes

At the Annual General Meeting in April 2025, I was elected as Chair of the Board of Directors of SIG Group, succeeding Andreas Umbach. Urs Riedener and Niren Chaudhary were elected as new members of the Board, while Andreas Umbach, Matthias Währen, Wah-Hui Chu, and Laurens Last stepped down.

In August 2025, the Board and Samuel Sigrist mutually agreed that Mr. Sigrist would step down from his position as CEO of the Company. Anne Erkens assumed the CEO role ad interim in addition to her responsibilities as CFO, ensuring continuity during this transition period. In November 2025, SIG announced the appointment of Mikko Keto as its new CEO, who assumed his role on March 1, 2026. The Board is convinced that Mr. Keto's experience and leadership will be instrumental in guiding SIG through its next phase of development.

Strategic review

The Board conducted a comprehensive review of the Group's strategy considering the current market environment and SIG's long-term ambitions. This review resulted in three clear priorities going forward:

Portfolio optimization towards highly differentiated aseptic system solutions
The review confirmed SIG's competitive advantage and unique capabilities, particularly in the aseptic carton business. A clear pathway has been defined to migrate non-aseptic spouted pouch applications into newly developed aseptic systems, the Board has introduced a more differentiated approach to capital allocation, while for the chilled carton business, various options involving strategic partnerships are being explored.

Driving performance improvement through self-help initiatives
The Group has launched a series of self-help measures to improve financial performance in a challenging market environment. These initiatives include targeted reductions in SG&A and R&D costs, optimization of procurement structures, and improvements in manufacturing efficiency, including the closure of two production sites.

Disciplined capital allocation and enhanced performance focus
The Board has established a clear capital allocation framework with a stronger emphasis on operational performance and value creation. As part of this approach, EBIT has been introduced as a key performance indicator, replacing EBITDA. While investments in capital expenditure will continue, they will do so at a reduced rate and be more selective level. At the same time, the Board is firmly committed to strengthening the balance sheet and reducing debt levels targeting a net leverage of 2.5x by the end of 2027. In this context, the Board has decided to propose to shareholders the suspension of the dividend for the 2025 financial year. This decision reflects a deliberate and temporary measure to support balance sheet strength and financial flexibility. Beyond this period, the Board remains committed to a shareholder-friendly capital return policy.

The strategic review resulted in non-recurring charges of €350.7 million pre-tax, primarily related to impairments. Further details on these charges are provided in the financial review and consolidated financial statements sections of this Annual Report.

Based on the outcome of the strategic review, the Group updated its mid-term financial guidance. This includes an organic revenue growth of 3–5% per year, an adjusted EBIT margin above 16.5%, a net capex ratio (including lease payments) of 6–8% of revenue, a net leverage ratio of around 2x and a dividend payout ratio of 30–50% of adjusted net income.

Financial performance

In 2025, Group revenue increased by 0.4% on a constant currency basis and by 0.1% on a constant currency and constant resin basis. The adjusted EBITDA margin amounted to 22.1%, or 24.2% excluding non-recurring charges (2024: 24.6%). The adjusted EBIT margin reached 13.6%, or 15.7% excluding non-recurring charges (2024: 16.5%).

Free cash flow amounted to €191 million, reflecting lower EBITDA and higher rebates paid to customers. In a subdued market environment, characterised by lower consumer spending, the aseptic carton business grew by 1.2%. This performance underlines the resilience of SIG's core business, based on the value we deliver to our customers through unmatched packaging flexibility, competitive total cost of ownership and our best-in-class sustainability offering. During 2025, we placed 68 new aseptic carton filling machines, increasing the net number of aseptic carton filling machines in the field by 1% to 1,448.

Revenue in the Bag-in-Box and Spouted Pouch businesses declined by 3.4% on a constant currency and constant resin basis. The Chilled Carton business declined by 5.3%, with encouraging mid-single-digit growth recorded in the fourth quarter.

Business highlights

Following the successful start of operations in early 2023, SIG began expanding its new plant in Mexico, reinforcing its long-term commitment to markets in Canada, the United States, Mexico, and Central America. The expansion, scheduled to begin production in the second half of 2026, is expected to boost the plant's output by 50% and support growing demand for small-volume packaging solutions, ranging from 80ml to 350ml. The Company's filling technology offers unmatched flexibility for customers – enabling rapid changeovers between formats, volumes, and designs – allowing them to stay agile in a dynamic and competitive marketplace.

In summer 2025, SIG launched its first SIG Terra Alu-free + Full barrier aseptic carton solutions in Germany.

By replacing the aluminum layer with an ultra-thin polymer coating, this innovation reduces the number of raw materials from three to two and can lower the carbon footprint of multi-serve aseptic cartons by up to 61% when combined with forest-based polymers[1], without compromising full barrier function, shelf life or filling performance. The rollout of this solution is progressing and includes markets beyond Europe, such as China and South Korea.

We have also successfully introduced our new product line of aseptic spouted pouch solutions, addressing attractive growth segments such as fruit purée and baby food.

In the first half of 2025, SIG completed the refinancing of the 2020 Eurobond through the issuance of a new €625 million Eurobond with a coupon of 3.75% and a maturity in March 2030, listed on the SIX Swiss Exchange. SIG continues to be rated investment grade by both S&P (BBB-) and Moody's (Baa3).

We were also delighted to having received EcoVadis Platinum status for the seventh consecutive year with a record score of 99 out of 100 points.

Closing remarks

On behalf of the Board, I would like to thank you: our shareholders, for your continued trust and support; our customers, for your partnership and confidence in SIG's solutions; and our employees, for your dedication and commitment, particularly in a challenging environment. I would also like to thank Anne Erkens for her leadership and commitment in her dual role as interim CEO and CFO during a demanding transition period.

With a clear strategic direction, a strengthened focus on performance and capital discipline, and a strong foundation in aseptic system solutions, SIG is well positioned to create sustainable long-term value and to continue innovating while contributing to a more sustainable future for liquid food and beverage packaging.

> **With a clear strategic direction, a strengthened focus on performance and capital discipline, SIG is well positioned to create sustainable long-term value.**

1 European average, based on an independent ISO-compliant life-cycle assessment for Europe (EU 27+3).

Regional review:

Europe

Revenue:

€1,036m

Revenue growth:

(0.8%)

constant currency[1]

412

aseptic carton filling machines in field

Key growth drivers

- **Expanding into new customers, product segments, consumption occasions, and channels – enabled by the breadth and uniqueness of our portfolio.**
- **Leveraging our proprietary aseptic technology to deliver superior total cost of ownership for customers, while enabling healthier products for consumers by reducing the need for preservatives, salt, and sugar.**
- **Well positioned to capture the continued strong demand for sustainable packaging solutions.**

Summary of 2025

The region reported revenue growth of (0.8%) for the year at constant currency.[1]

Europe's performance in 2025 has been broadly stable, following a significant step-up in 2024, with a relatively low supply of raw milk for aseptic processing, especially in the first half of the year.

Filling machine placement has continued to normalize after an increase in filling machine changes driven by the single-use plastics regulation, which took effect on July 1, 2024. Around 50% of new filling machines in 2025 have been placed outside of the liquid dairy segment.

We have continued to grow successfully with existing customers, while further increasing our share of lower carbon-intensive packaging. In 2025, we launched a mid-size carton format with an aluminum-layer-free structure, while maintaining a 12-month shelf life (SIG Terra Alu-free + Full barrier). Sales of all alu-free packaging increased by 27% in 2025 compared to 2024. While the aluminum makes up only around 5% of a standard aseptic carton, it accounts for about 25% of the carbon footprint in a full-barrier package. By replacing the aluminum with a lower energy-intensive alternative barrier material, it offers customers a powerful instant lever to achieve a significant reduction in their Scope 3 emissions and additionally supports our Climate+ commitment. SIG remains the only market player able to offer this plug-and-play solution across its installed filling machine base with only minor adjustments. We will continue to grow the share of aluminum-free packaging formats and roll them out to other formats over the coming years.

In spouted pouch and bag-in-box, the region is making good progress across both substrates, including monolayer film and pouches.

Even though consumption has remained stable across our main product categories, we delivered moderate revenue growth and drove innovation – boosting alu-layer-free packaging sales by 27% and expanding alu-layer-free packaging formats. Our commitment to lower carbon solutions positions us as leaders in shaping packaging for better.

José Matthijsse
President and General Manager Europe at SIG

1 Constant currency and constant resin growth of (0.9%).

Case studies

SalzburgMilch

Pioneering the European dairy industry

SalzburgMilch, a premium dairy company in Austria, is pioneering the European dairy industry as it has installed a SIG DomeMini 12 Aseptic filling machine to become the first company in Europe to launch products in our unique SIG DomeMini on-the-go carton bottle.

With SIG DomeMini, SalzburgMilch is offering a smart solution for on-the-go dairy products and exciting co-packing and private label opportunities for brands and retail partners.

SodaStream

Breaking new ground with fruit spritzer mixes in SIG Dome carton bottles

SodaStream, a leading global brand in sparkling water makers, has chosen the SIG Dome 500ml carton bottle for its new apple and grape spritzer syrups (Apfel Schorlen-Mix and Trauben Schorlen-Mix). This marks SodaStream's entry into the fruit spritzer segment and its first use of aseptic carton packs as part of SodaStream's continued commitment to sustainability.

The SIG Dome carton bottle stands out for uniquely combining the best of two worlds. It offers all the protective, environmental, and logistical benefits of a carton pack and at the same time the convenience of a bottle thanks to its light weight and central closure position.

Aldi and Quargentan

World's first aseptic 1-liter carton pack offering full-barrier protection without an aluminum layer.

Following the success of this packaging material innovation in the field of single-serve aseptic cartons, we are now expanding the alu-free option into the juice category and a multi-serve format for the first time. In a first step, ALDI will offer grape juice under its own brand Rio d'oro in this innovative packaging solution in parts of Germany, thereby reducing the carbon footprint of conventional multi-serve cartons by 29%[1]. The products are produced and filled at the Italian beverage and food producer Quargentan, utilizing its existing SIG Midi 12 Aseptic filling machine with full performance.

1 Result based on an independent ISO-compliant life-cycle assessment.

Regional review:

India, Middle East and Africa (IMEA)

Revenue:

€445m

Revenue growth:

0.4%

constant currency[1]

333

aseptic carton filling machines in field

Key growth drivers

- **Easing inflation and policy reforms.**
- **Continued shift from loose to packaged milk and growth in value-added dairy beverages driven by nutrition-led choices.**
- **Rising demand for ambient, single-serve, affordable beverages.**
- **Young populations and rising incomes driving consumption.**

Summary of 2025

The region reported revenue growth of 0.4% for the year at constant currency[1], following a strong growth of above 13% in the prior year.

In the Middle East and Africa, the year was marked by several commercial and operational milestones. In Saudi Arabia, the first commercial deployment of SIG Neo Slimline 15 Aseptic was completed, delivering a 25% increase in output, waste rates below 0.5% and up to 15% lower total filling costs, while maintaining pack size flexibility within the same factory footprint. In Egypt, SIG secured the first global order for the SIG Mini 26 Aseptic filling machine and signed its first field test agreement for SIG XSlim 32 Aseptic, targeting affordability and on-the-go consumption. Expansion beyond dairy continued with the first deployment of SIG XSlim 24 Aseptic for tomato paste in Jordan. Operational performance remained strong, supported by improved overall equipment effectiveness, and market share increased.

Additional milestones included recognition from the Sharjah Royal Family in the UAE for SIG's contribution to the dairy sector, the launch of Egypt's first end-to-end recycling system for used aseptic beverage cartons, and the commissioning of a 2-megawatt rooftop solar plant at the Riyadh factory.

In India, the strategy remained anchored in innovation-led partnerships, aseptic packaging solutions and strong local execution. Dairy remained the core focus, with customers including GCMMF (Amul), MilkyMist, Heritage, Creamline and regional cooperatives expanding shelf life and value-added offerings, including the world's first aseptic probiotic buttermilk with MilkyMist. Beyond dairy, partnerships with Parle Agro, PepsiCo, Coca-Cola, Dabur and ITC, supported by investments in co-packing infrastructure, accelerated aseptic, affordable beverage launches.

The fully operational aseptic carton plant in Ahmedabad strengthened supply for customers in India and neighboring Asian markets and further underlined SIG's long-term commitment to the region, complemented by growing sustainability collaborations across the value chain.

"In 2025, we scaled innovation with the first commercial SIG Neo Slimline-15 Aseptic filling machine, delivering 25% higher capacity, and strengthened customer partnerships across the region. With the aseptic carton plant in India now fully operational, we are well positioned to drive growth in high-potential markets.

Abdelghany Eladib
President and General Manager IMEA at SIG

1 Constant currency and constant resin growth of 0.4%.

Case studies

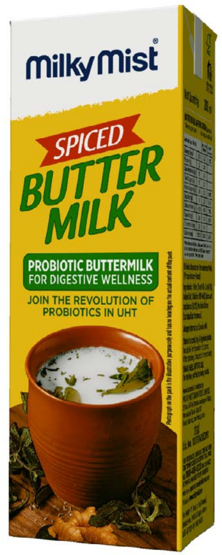
Introducing spouted pouch with Al Nasseem

Al Nasseem is a growing dairy producer in Libya, serving the local market with a focus on accessible and convenient dairy products.

In 2025, Al Nasseem partnered with SIG to introduce drinking yogurt in spouted pouch format for the first time, marking a significant milestone in the company's product portfolio and in the local market. The deployment of SIG's spouted pouch technology enables Al Nasseem to diversify its offering, enhance consumer convenience, and address evolving consumption preferences, while supporting continued growth in Libya.

"2025 marks an exciting milestone for Al Nasseem as we diversify our portfolio and introduce drinking yogurt in spouted pouch format for the very first time. Investing in SIG's Spouted Pouch technology opens a new chapter for our brand – one driven by innovation, consumer convenience, and a commitment to keep expanding our offering in the Libyan market. We see this as a strategic step forward and look forward to strengthening our partnership with SIG as we bring this category to life."
Mr. Moneer, Operations Director – Al Nasseem (Libya)

MilkyMist Probiotic



In January 2025, MilkyMist introduced the world's first shelf-stable probiotic buttermilk in aseptic carton packaging, representing a notable development in functional dairy processing. Probiotic beverages are typically dependent on cold-chain distribution due to the sensitivity of live cultures to UHT treatment.

This innovation demonstrates the technical feasibility of delivering probiotics in an ambient, long-life format without compromising food safety, sensory quality, or functional performance, and scalability.

SIG supported the development through a close collaboration with MilkyMist and ingredient partner AnaBio Technologies. The project combined SIG's aseptic filling technology with AnaBio's probiotic protection solution to enable stable integration of probiotics in UHT dairy beverage. The product was commercialized in SIG XSlimBloc aseptic cartons, ensuring consistent quality and scalability. This launch demonstrates how innovation-led partnerships can unlock new categories within aseptic packaging and highlights India's role as an emerging hub for globally relevant food innovation.

SIG sold 9 filling lines and won Best Packaging Innovation Award at Gulfood Manufacturing 2025

SIG concluded contracts to sell 9 filling lines during its participation in Gulfood Manufacturing 2025, held between November 4–6 in Dubai World Trade Centre. The deals highlight SIG's commitment to providing innovative solutions that support the food and beverage industry's growth and sustainability goals. During the event, SIG was also awarded the Best Packaging Innovation for its SIG Terra Alu-free + Full barrier packaging material.

Pioneering spouted pouch for liquid cough and cold medication

Zydus Lifesciences Ltd., a global innovation-driven lifesciences company, and SIG, a leading packaging solutions provider, entered into an agreement to pioneer packaging of liquid cough and cold medication in single-serve spouted pouches featuring the tethered spout solution SIG StrawCap 30 Linked and the SIG Motion Servo 3.2 filling technology. This launch marks a significant advancement in pharmaceutical packaging, delivering precisely dosed medicine, improved hygiene, and reduced product waste.

"Our goal at Zydus is to make effective medication more accessible and consumer-friendly," said **Dr. Sharvil P. Patel, Managing Director, Zydus Lifesciences Limited**. "Continuing with our patient-centric approaches, we are introducing Deriphyllin CoughGo in single-serve spouted pouches utilizing SIG's advanced filling technology."

Regional review:
Asia Pacific (APAC)

Revenue:

€892m

Revenue growth:

(1.7%)

constant currency[1]

524

aseptic carton filling machines in field

Key growth drivers

- **Customer new product launches leveraging SIG's unique pack size flexibility.**
- **Growth of functional nutrition in innovative packaging.**
- **Drinkable desserts/snacking continue to expand in the region.**

Summary of 2025

The region reported a revenue decline of (1.7%) for the year at constant currency.[1]

China's FMCG retail market continues to experience a structural shift, with increasingly fragmented consumption occasions. Against this backdrop, the flexibility of size options across SIG's portfolio enabled customers to respond with agility, launching new products adapted to evolving market dynamics.

Amid ongoing pressure in core categories, SIG partnered with dairy customers to introduce differentiated products using innovative packaging formats, addressing rising consumer expectations for value and supporting renewed purchasing interest. SIG also entered high-growth segments, including 100% NFC (not from concentrate juice) juice and particulates-containing drinkable desserts, positioning the business for further category expansion.

Beyond China, dairy and other beverage categories experienced muted growth as consumers moderated spending. Despite this environment, SIG continued to grow through the deployment of new filling machines. Health and wellness remained a key growth driver, with increasing launches of protein drinks and other functional beverages, particularly in South Korea and Japan, and with growing traction in Southeast Asia.

Demand for multi-sensorial experiences and healthy snacking continued to support growth of SIG Drinksplus in Vietnam, as liquid dairy players capitalized on the jelly drinks trend among children and teenagers.

As sustainability gained importance across the region, Seoul Dairy Cooperative in South Korea introduced its first aluminum-layer-free aseptic carton, SIG Terra Alu-free + Full barrier, the first aseptic carton recognized as recyclable under Korean regulations.

Despite the soft market environment in Asia, SIG outperformed the market by partnering with customers on innovation and leveraging volume and format flexibility to capture new consumer channels and demands. This also enabled strong filling project pipeline across APAC markets.

Angela Lu
President & General Manager Asia Pacific at SIG

1 Constant currency and constant resin growth of (1.7%).

Case studies

Agile adapt to channel dynamics reshaping

Mengniu launched a customized pack size – 211ml for JingDong and Adopt a cow exclusively on e-commerce and quickly launched a Chinese New Year version – 125ml with SIG sharing-cylinder printing.

Differentiated package for new innovative product launch

Yili Satine "Fresh" milk is launched in the SIG DomeMini, which gives the plain milk a fresh taste, even at ambient temperatures.

Customers riding the high-protein trend with SIG packaging

Daesang launched its campaign to promote the Nucare range that caters to the entire family, offering nutrition from kids to seniors. The Nucare All Protein series is available in the SIG SmileSmall 245ml carton.

Lactasoy launched 'Benefitt', the first high-protein UHT milk in Thailand! This achievement is a major milestone for our customer, and a powerful validation of the expertise and capabilities housed within our SIG product test filling center in Suzhou since the early stages of product development that transforms an ambitious idea into a market reality.

Brands leveraging SIG Drinksplus to expand into fast growing categories

Yili's new "Chew series" with SIG Drinksplus helped the brand get involved in the growing beverage trend. Xiduoduo Grass jelly herbal drink chose SIG SmileSmall with Drinksplus.

Driven by its strong success in Vietnam, NuVi Jelly Milk continues to scale its growth by innovating within the kids' dairy category – introducing new flavors that combine fun and nutrition, reinforcing its long-term vision of becoming a trusted daily choice for children, available in SIG XSlimBloc carton.

Riding on the success of its previous snack drink launch, Vietnamese brand TH continues to innovate by introducing new juicy milk products with nata de coco to add more choices to Mistori's portfolio. The new products are available in SIG MiniBloc 200ml carton.

Regional review:

Americas

Revenue:

€874m

Revenue growth:

4.4%

constant currency[1]

179

aseptic carton filling machines in field

Key growth drivers

- **Resilient performance despite foodservice headwinds.**
- **Continued category expansion.**
- **Geographical expansion in South America.**
- **Portfolio strength across substrates and go-to-market with cross-selling approach.**
- **Capacity as a growth enabler.**

The Americas continue to offer significant long-term potential for SIG, even in a more challenging market environment.

Our recent investments, particularly in Mexico, are enabling us to capture new business across North America, while in South America we are successfully extending our market model established in Brazil to the neighboring countries.

Ricardo Rodriguez
President & General Manager Americas at SIG

Summary 2025

Across the Americas, SIG demonstrated the strength of its multi-substrate portfolio, with solid performance across carton, spouted pouch and bag-in-box, and a revenue growth of 4.4% at constant currency.[1]

In South America, growth was broad-based across all packaging types. In Brazil, carton performance was driven by new filling line installations in core categories with both existing and new customers. Outside Brazil, carton results continued to consolidate as new customers ramped up, particularly in Colombia, and as dairy and beverage volumes expanded in Chile. Spouted pouches gained momentum, supported by key customers in fruit purée, yoghurt and other dairy products, while bag-in-box expanded primarily in foodservice through aseptic dairy solutions, enabled by cross-selling with carton customers.

Customer-led innovation remained an important growth lever, including new small-size carton formats, entry into categories such as fermented milk, and the launch of aseptic pouches with Alca at Anuga.

In the United States of America, foodservice demand remained constrained. Despite this environment, opportunities emerged in selected segments, including desserts, dairy limited-time offers, coffee-adjacent beverages, boba teas and "dirty sodas" at large QSRs (Quick Service Restaurants), reflecting a shift towards affordable indulgence. Retail demand increased, particularly in dairy, supported by in-home consumption trends, private-label growth and capacity expansion at the Querétaro aseptic carton plant.

Overall, SIG's performance in the Americas was supported by portfolio breadth and disciplined capacity investments, positioning the region to capture growth opportunities despite ongoing market volatility.

1 Constant currency and constant resin growth of 3.0%.

Case studies

Cooperoeste

Cooperoeste, one of Brazil's leading dairy cooperatives, and SIG customer in carton, expanded its portfolio by launching a range of dairy products in SIG spouted pouches — leveraging SIG's end-to-end systems and support to enter a new segment, alongside growing with carton year over year.

This success underlines how our integrated solutions help customers innovate within adjacent categories, reinforcing Cooperoeste's competitive position in the Brazilian market.

ALCA Corp

ALCA Corp entered the aseptic pouch segment with SIG's support, bringing innovative packaging to market that meets consumer demand for convenience and extended shelf life.

This launch showcases how SIG's innovation in packaging and aseptic solution enable customers to embrace new formats and enter new markets while ensuring high-quality products and consumer confidence.

Petite Palates

In the United States, Petite Palates introduced the first shelf-stable baby meals in SIG's aseptic spouted pouches — a significant milestone for both the customer and the pouch format.

This innovation highlights how SIG technology enables differentiated products in emerging categories, enhancing both customer value and consumer experience.

Celema

SIG expanded its presence in South America with Celema, a new aseptic carton customer in Colombia and important copacker in the region. SIG's flexible filling technology allows Celema to develop concepts and volumes that are currently new to the Colombian market, incorporating differentiated and value-added products that are relevant for them as a copack hub for strategic brands in the region. This partnership marks strategic geographic expansion and growth beyond established markets.

Financial review

Stable revenue in a challenging market environment; clear roadmap to drive future value creation.

In 2025, the market environment continued to be subdued as a result of weak consumer sentiment. Despite these conditions, the Group achieved a revenue increase of 0.4% on a constant currency basis and 0.1% on both a constant currency and constant resin basis. The adjusted EBITDA margin for the year was 22.1% (24.2% excluding non-recurring charges).

In 2025, SIG operated in a challenging economic environment, particularly on the consumer side, resulting in more volatile demand. In response, we took decisive action to sharpen our strategic focus. Following an in-depth strategy review, we defined a clear roadmap to improve business performance, focusing on portfolio optimization, operational improvement and a more rigorous approach to capital discipline. We are confident that these priorities, combined with SIG's unique business model and strong innovation capabilities, provide a solid foundation for long-term value creation.

For 2026, we anticipate market conditions to remain broadly similar to 2025. We expect total revenue growth at constant currency and constant resin for 2026 to be in the range of 0–2% with an adjusted EBIT margin between 15.7% and 16.2%. In line with our usual seasonality, we expect revenue and adjusted EBIT margins to be stronger in the second half of the year. Our guidance remains subject to input cost developments and foreign exchange volatility.

Anne Erkens
CFO

Key events in 2025 impacting the performance of the Group

Refinancing transactions

The Group issued €625 million of senior unsecured bonds in March 2025. Proceeds from the issue of bonds, together with draw-downs of the Group's revolving credit facilities, were used to repay €550 million of senior unsecured notes and €85.5 million of unsecured *Schuldscheindarlehen* ("SSD", a private German debt placement) that were due in June 2025. See note 23 of the consolidated financial statements for the year ended December 31, 2025 for additional details.

Impact of strategic review and soft market conditions

In 2025, SIG's performance has been impacted by weak consumer sentiment, with prices remaining at an elevated level, the Euro strengthening across most major currencies and overall market turbulence with heightened uncertainty on tariffs and fiscal policies.

In light of these prevailing soft market conditions and latest market outlook, the Board of Directors initiated a review of the Group's strategic direction. As per the outcome of the strategic review, SIG will focus on its higher-margin, higher-growth aseptic businesses. In line with this, SIG will initiate a divestment of smaller non-aseptic businesses and address various non-core parts of the portfolio. SIG will also undertake various performance improvement activities and implement a more rigorous approach to capital investments.

Considering the soft market conditions, the updated growth forecasts and the refined strategy, a number of individual assets and cash generating units were tested for impairment in the third quarter of 2025.

The total pre-tax impact of impairment losses and other charges resulting from various assessments and actions undertaken by management is €350.7 million (€295.3 million post-tax) for the year ended December 31, 2025. The majority of these charges are non-cash. Cash outflows of around €25 million are expected in 2026.

The table below provides an overview of the charges recognized for the year ended December 31, 2025 following the strategic review and soft market conditions.

	Year ended December 31, 2025					
(In € million, pre-tax)	Bag-in-box and spouted pouch	Chilled carton	Markets and capacity	Innovation	Restructuring and other	Total impairment losses and other charges
Customer relationships	63.0	43.6	–	–	–	**106.6**
Technology assets	16.2	6.8	–	–	–	**23.0**
Trademarks	5.8	–	–	–	–	**5.8**
Capitalized development costs	–	–	–	13.5	–	**13.5**
Right-of-use assets	–	11.5	24.4	3.2	–	**39.1**
Production equipment	20.3	23.8	29.5	0.3	–	**73.9**
Filling lines	–	–	21.2	28.4	–	**49.6**
Total impairment losses	**105.3**	**85.7**	**75.1**	**45.4**	**0.0**	**311.5**
Restructuring costs	–	–	–	–	8.6	**8.6**
Other charges	2.0	–	7.2	16.4	5.0	**30.6**
Total other charges	**2.0**	**0.0**	**7.2**	**16.4**	**13.6**	**39.2**
Total charges	**107.3**	**85.7**	**82.3**	**61.8**	**13.6**	**350.7**

Of the total charges recognized as part of "Markets and capacity", impairment losses of €37.6 million and other charges of €5.6 million relate to the Indian aseptic carton business.

The other charges of €30.6 million include penalties for pausing further expansion of the aseptic carton production plant in India, costs associated with recent innovations (including the Ultima project and new product releases), termination benefits relating to the former Chief Executive Officer and consulting costs relating to 2025 strategic review topics.

Bag-in-box and spouted pouch
The bag-in-box and spouted pouch businesses have experienced a slowdown in their end markets. Subdued consumer demand, driven by persistently high prices in the end markets we serve, has lowered the growth expectations compared to previous forecasts.

Chilled carton
The chilled carton market is currently experiencing a decline driven by the down-turn of the economy, subdued consumer demand and increased competition. Considering these factors, the Board of Directors decided in its review of the Group's strategy to find a strategic partner for this business.

Markets and capacity
In the context of the current weaker market environment and the recently updated strategic direction of the Group, management has re-assessed the required operating needs of the Group (for both the aseptic carton business in India and its aseptic carton production plants outside India) as well as of the current and future customer use and demand of filling lines presented as property plant and equipment on the statement of financial position.

Regarding the aseptic carton business in India, it is currently experiencing lower consumer demand and strong competition. Considering the low price points and the projected outlook for the region, management has decided to pause further expansion until the Indian aseptic carton business can meet sizable economies of scale.

Innovation
The Board of Directors decided in September 2025 to cease further marketing of and investments in the Ultima filling machine and related assets. The non-recurring charges relate to costs associated with recent innovations, including the Ultima project and new product releases.

Restructuring and other
The Group has initiated a performance improvement program, which includes footprint rationalization and the alignment of headcounts to the Group's reassessed needs. Expenses for termination benefits relating to the former Chief Executive Officer and consulting costs relating to 2025 strategic review topics were also incurred.

See note 4 of the consolidated financial statements for the year ended December 31, 2025 for additional details.

Sale of production plant completed

The Group moved its production of chilled carton from Shanghai to Suzhou in 2024. The sale of the production plant in Shanghai was completed in October 2025. The assets were sold for €16.2 million, with a resulting pre-tax gain of €2.0 million.

Financial performance

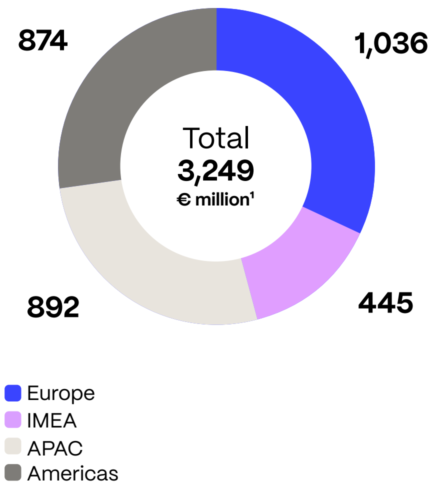
Revenue

Revenue in 2025 increased by 0.4% on a constant currency basis (decline 2.4% reported and 0.1% at constant currency and constant resin) to €3,248.7 million (2024: €3,328.5 million).

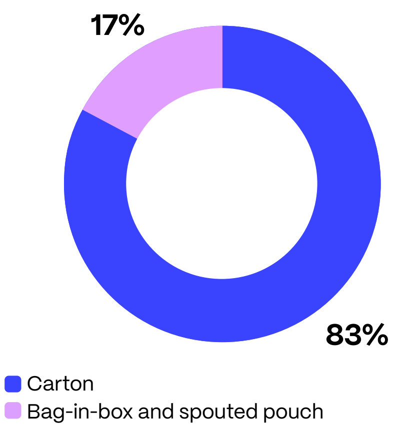
Aseptic carton revenue increased by 1.2% at constant currency, driven by annual price adjustments and favorable product mix, though partially offset by a reduction in volume. Chilled carton experienced a decline of 5.3% at constant currency in a competitive market. However, performance improved sequentially over the course of the year resulting in stable revenues in the second half. Bag-in-box and spouted pouch sales fell by 3.4% at constant currency and constant resin, reflecting higher comparables in the second half. While out-of-home dining was slightly growing in subdued markets, the retail category saw a double-digit decline.

Revenue growth in the segments

Total revenue 2025
by segment



Revenue by product 2025
Carton vs bag-in-box and spouted pouch



Europe
For the financial year 2025, European revenue declined by 0.9% at a constant currency and constant resin basis and declined by 0.8% at a constant currency basis. Growth in the region has been normalizing following exceptional growth of 6.4% at a constant currency and constant resin for the financial year 2024.

Performance was impacted by lower raw milk availability for aseptic processing particularly around the middle of the year. This abated in Q4 as raw milk prices came down. Export volumes of UHT milk into other regions such as Asia were softer in 2025, impacting revenue growth. The juice category in the region has also declined, impacted by a weak summer season.

India, Middle East and Africa ("IMEA")
For the financial year 2025, revenue growth in IMEA was 0.4% both at a constant currency and at a constant currency and constant resin basis. The growth rate in the region has been influenced by high comparables following exceptional growth of 13.5% at a constant currency and constant resin basis for the financial year 2024.

Carton volumes have been impacted by lower consumer demand across the region as well as higher competition and the monsoon season in India.

Bag-in-box and spouted pouch revenue growth has been strong, driven by growth in India.

Asia Pacific ("APAC")
For the financial year 2025, revenue for APAC declined by 1.7% both at a constant currency basis and at a constant currency and constant resin basis. Continued market softness the region and the competitive environment in chilled carton impacted revenue performance.

The later occurrence of the Chinese New Year in 2026 had an impact on volumes in China, particularly during the fourth quarter. Market outperformance in China was underpinned by product innovation and flexibility.

Southeast Asia, Japan and Korea continued their growth momentum despite market down-turn, supported by strong filling machine sales and pipeline.

Americas
For the financial year 2025, revenue growth in the Americas was 3.0% at a constant currency and constant resin basis, and 4.4% at a constant currency basis.

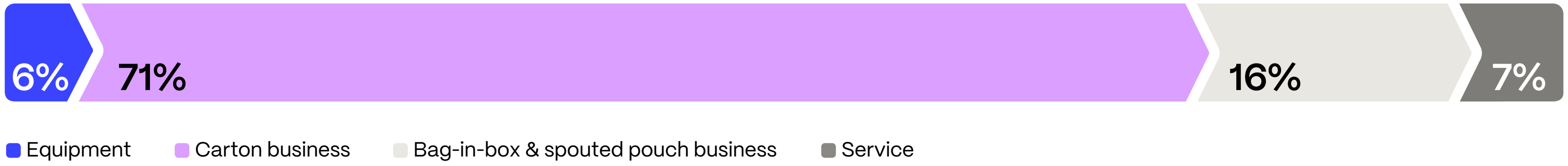
Aseptic carton growth was positively impacted by liquid dairy in Mexico, and price increases in Brazil. SIG's system solution service offering also reflected growth in the region.

In the United States, the largest market for the bag-in-box and spouted pouch business, share gains in dairy and syrup mostly offset declines in wine and non-system business. Spouted pouch in Brazil and Chile showed strong growth.

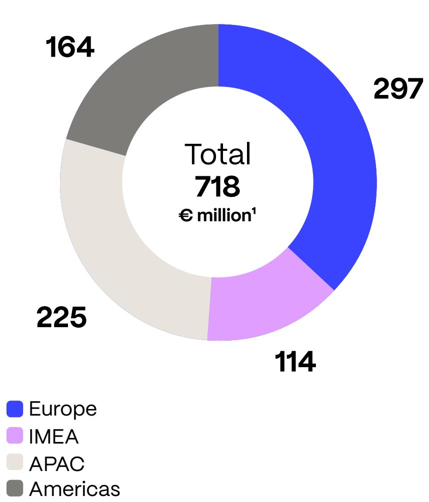
1 Total includes Group Functions.

Seasonality
The Group's aseptic carton business experiences moderate seasonal fluctuations, primarily due to seasonal consumption patterns and performance incentive programs relating to carton sleeves that generally end in the fourth quarter. Customers tend to purchase additional carton sleeves prior to the end of the year to meet seasonal demand and to avail themselves of annual volume rebates, typically resulting in higher sales during the fourth quarter. Historically, this has resulted in relatively low sales in the first quarter. The bag-in-box, spouted pouch and chilled carton businesses are not significantly exposed to seasonality.

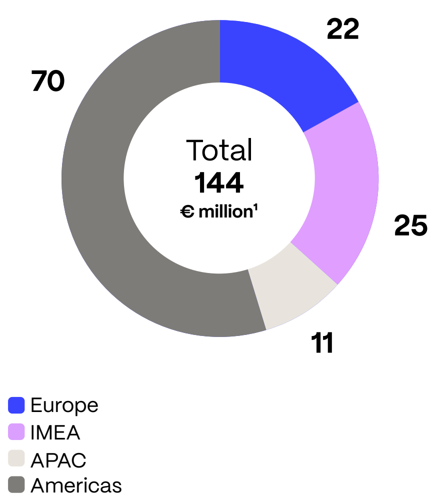
Revenue split 2025



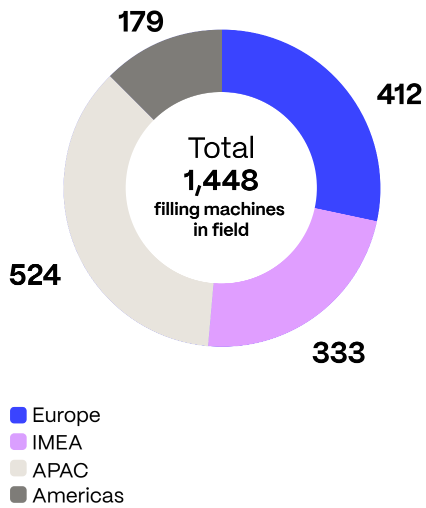
Adjusted EBITDA 2025
by segment



Net capex 2025
by segment



SIG aseptic filling machines 2025
by segment



1 Total includes Group Functions.

Adjusted EBITDA

The following table reconciles profit or loss for the period to EBITDA and adjusted EBITDA.

(In € million)	Year ended Dec. 31, 2024	Year ended Dec. 31, 2025 excl. non-recurring charges	Non-recurring charges	Year ended Dec. 31, 2025
Profit/(loss) for the period	**194.5**	**208.3**	**(295.3)**	**(87.0)**
Net finance expense	143.1	126.3		126.3
Income tax expense	86.5	95.6	(55.4)	40.2
Depreciation and amortization	419.5	340.6		340.6
EBITDA	**843.6**	**770.8**	**(350.7)**	**420.1**
Adjustments to EBITDA:				
Unrealized (gain)/loss on operating derivatives	(9.6)	5.9		5.9
Impairment losses	21.3	1.3	261.9	263.2
Restructuring costs, net of reversals	9.9	1.3	8.7	10.0
Gain on sale of property, plant and equipment and other assets	(1.6)	(5.0)		(5.0)
Transaction- and acquisition-related costs	3.4	3.2		3.2
Change in fair value of contingent consideration	(51.3)	(3.7)		(3.7)
Other	3.8	13.8	10.8	24.6
Adjusted EBITDA	**819.5**	**787.6**	**(69.3)**	**718.3**

Adjusted EBITDA decreased by €101.2 million, from €819.5 million in 2024 to €718.3 million in 2025. The adjusted EBITDA for the year ended December 31, 2025 was impacted by impairment losses and other non-recurring charges of €69.3 million described above. Excluding these non-recurring charges, adjusted EBITDA was €787.6 million, or €31.9 million lower than the prior year. At constant currency and excluding non-recurring charges, adjusted EBITDA increased 1.6% compared with the prior year. Improvements to adjusted EBITDA compared with 2024 were driven by price increases and lower raw material costs mostly due to a favourable polymer price environment.

In accordance with SIG's definition of adjusted EBITDA, charges where regional management is held accountable for the delivery of returns on customer projects, such as filling line investments or new product launches, remain included as part of adjusted EBITDA. Impairment of intangible assets, impairment of production-related assets and restructuring costs are excluded from adjusted EBITDA.

Adjusted EBITDA margin[1]

	As of Dec. 31, 2025	As of Dec. 31, 2025 excl. non-recurring charges	As of Dec. 31, 2024
Europe	28.7%	31.9%	29.5%
IMEA	25.5%	26.8%	26.7%
APAC	25.2%	26.4%	27.7%
Americas	18.8%	19.6%	23.5%
Total	**22.1%**	**24.2%**	**24.6%**

The **adjusted EBITDA margin** was 22.1% compared with 24.6% for 2024. Excluding the non-recurring charges, adjusted EBITDA margin was 24.2%. For 2025, the appreciation of the Euro, particularly against the Brazilian Real, Mexican Peso, US Dollar and Chinese Renminbi has reduced the adjusted EBITDA margin by 60 basis points. The adjusted EBITDA margin, excluding foreign currency fluctuations and excluding non-recurring charges was stable compared to the prior year.

Higher production costs reflected unabsorbed fixed costs and lower production efficiencies. SG&A costs were impacted by wage inflation and growth investments in the first half of the year, which slowed down in the second half of 2025.

SG&A as a percentage of revenue was 13.6% compared to 12.4% in 2024. Excluding non-recurring charges, SG&A was 12.0% of revenue. The cessation of the Onex PPA positively impacted SG&A by €31.3 million. R&D spend (excluding depreciation, amortization and impairment losses) remained stable as a percentage of revenue in 2025 at 2.2% (2024: 2.1%).

Compared to the prior year, **segment adjusted EBITDA margins** were influenced by the following third-party factors: In **Europe** margins were positively impacted by price and favorable customer mix due to export volumes. Positive pricing in **IMEA** was partially offset by currency headwinds. **APAC** was negatively impacted by product mix and higher SG&A. In the **Americas**, the decrease in margin was driven by unfavorable movements in foreign currencies, investments to enhance capabilities and wage inflation.

EBITDA decreased by €423.5 million to €420.1 million in 2025. Excluding the non-recurring charges, EBITDA decreased by €72.8 million to €770.8 million. The decrease was primarily related to the lower adjusted EBITDA, negative change in unrealized gains/losses on operating derivatives and a large positive change in the fair value of the contingent consideration that did not recur in the current year. These negative impacts were partially offset by the impairment losses and restructuring costs for the chilled carton production plant in China in the prior year.

1 Adjusted EBITDA divided by revenue from transactions with external customers.

EBIT

(In € million or %)	Year ended Dec. 31, 2024	Year ended Dec. 31, 2025 excl. non-recurring charges	Non-recurring charges	Year ended Dec. 31, 2025
EBIT	**424.1**	**430.2**	**(350.7)**	**79.5**
Adjustments to EBITDA[1]	(24.1)	16.8	281.4	298.2
PPA depreciation and amortization – Onex	103.4	23.1		23.1
PPA depreciation and amortization – Other acquisitions	47.1	41.4		41.4
Adjusted EBIT	**550.5**	**511.5**	**(69.3)**	**442.2**
Adjusted EBIT margin	**16.5%**	**15.7%**		**13.6%**

Adjusted EBIT was impacted by higher depreciation relating to the new production plants in both India and China.

EBIT was positively impacted by the cessation of the Onex PPA amortization after the first quarter of 2025.

Net income

Adjusted net income in 2025 was €231.1 million (2024: €308.1 million). Excluding the non-recurring charges described above, adjusted net income was €285.3 million, €22.8 million below the prior year. This decrease was attributable to lower adjusted EBITDA and higher depreciation, which was partly offset by lower tax and finance expense.

The loss for the period was €87.0 million, driven by the non-recurring charges. Excluding those non-recurring charges, profit for the period was €208.3 million.

The **effective tax rate** in 2025 was impacted by the non-recurring charges described above and changed from 30.8% in 2024 to (86.0)%. The decrease reflected the relative mix of profits and losses taxed at varying tax rates in the jurisdictions SIG operates.

The **adjusted effective tax rate** increased from 27.7% in 2024 to 28.4% in 2025 (decreased to 27.2% excluding non-recurring charges).

1 For the different adjustments to EBITDA, refer to the adjusted EBITDA table at the beginning of this section.

The following table reconciles profit or loss for the period to adjusted net income.

(In € million)	Year ended Dec. 31, 2024	Year ended Dec. 31, 2025 excl. non-recurring charges	Non-recurring charges	Year ended Dec. 31, 2025
Profit/(loss) for the period	**194.5**	**208.3**	**(295.3)**	**(87.0)**
Non-cash foreign exchange impact of non-functional currency loans and realized foreign exchange impact due to refinancing	9.6	0.7		0.7
Amortization of transaction costs	2.8	3.5		3.5
Net change in fair value of financing-related derivatives	3.6	2.4		2.4
PPA depreciation and amortization – Onex acquisition[1]	103.4	23.1		23.1
PPA amortization – Other acquisitions	47.1	41.4		41.4
Net effect of early repayment of loan	1.6	–		–
Other	1.3	–		–
Adjustments to EBITDA[2]	(24.1)	16.8	281.4	298.2
Tax effect on above items	(31.7)	(10.9)	(40.3)	(51.2)
Adjusted net income	**308.1**	**285.3**	**(54.2)**	**231.1**

1 PPA amortization relating to the Onex acquisition ceased in the first quarter of 2025.
2 For the different adjustments to EBITDA, refer to the adjusted EBITDA table at the beginning of this section.

Return on capital employed (ROCE)

The **ROCE**, determined at a reference tax rate of 30%, was 24.9% in 2025 (28.8% excluding non-recurring charges), compared with 26.6% in 2024. The year-on-year change is primarily due to the impairment losses of the current year, partially offset by lower ROCE EBITA.

The ROCE at the adjusted effective tax rate of 28.4% was 25.5% in 2025 (excluding non-recurring charges 29.9% at an adjusted effective tax rate of 27.2%).

(In € million)	2025	2024
Income statement items		
Adjusted EBITDA	718.3	819.5
Depreciation of PP&E and right-of-use assets	(274.7)	(267.6)
Amortization of capitalized development and IT costs	(3.1)	(3.0)
ROCE EBITA	**440.5**	**548.9**
Balance sheet items		
Current assets (excl. cash and cash equivalents)	867.8	938.1
Current liabilities (excl. interest-bearing liabilities)	(1,256.5)	(1,355.8)
PP&E	1,683.6	1,874.0
Right-of-use assets	277.6	322.0
Capitalized development and IT costs	20.6	25.1
Non-current deferred revenue	(353.1)	(360.0)
Capital employed	**1,240.0**	**1,443.4**
Pre-tax ROCE	35.5%	38.0%
ROCE tax rate of 30%	30.0%	30.0%
Post-tax ROCE at 30% tax rate	**24.9%**	**26.6%**
Adjusted effective tax rate	28.4%	27.7%
Post-tax ROCE at adjusted effective tax rate	**25.5%**	**27.5%**

Capital expenditure

To better reflect the Group's investments in production plants and production equipment via leases, management has updated its definition of capital expenditure to include lease payments. The following table presents capital expenditure with and without lease payments.

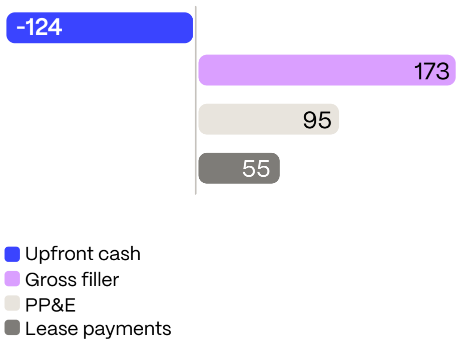
(In € million)	Year ended Dec. 31, 2025	Year ended Dec. 31, 2024
PP&E and intangible assets (net of sales[1] and excluding filling lines and other related equipment)	94.8	126.6
Filling lines and other related equipment	173.3	180.6
Capital expenditure	**268.1**	**307.2**
Upfront cash	(123.6)	(143.3)
Net capital expenditure	**144.5**	**163.9**
Lease payments	55.2	51.7
Net capital expenditure, including lease payments	**199.7**	**215.6**
Net capital expenditure, incl. lease payments as a % of revenue	6.1%	6.5%

Net capital expenditure, including lease payments decreased by €15.9 million to €199.7 million in 2025 (2024: €215.6 million), representing 6.1% of revenue (6.5% in 2024). The decrease reflected the completion of the production plant in India. This was offset by investments in the further expansion of the production plant in Mexico. Capital expenditure includes the proceeds from the sale of the former chilled production plant in China as well as land in Europe (€16.9 million).

Upfront cash received for filling lines, which is included in net cash from operating activities, was at a lower absolute level to the prior year and decreased as a percentage of filling line and other related equipment expenditure to 71% (2024: 79%). Upfront cash as a percentage of filling line and other related equipment expenditure can vary depending on the type of contract and location.

Despite the challenging market environment, SIG placed 68 aseptic carton filling machines in field in 2025 (75 in 2024). Taking account of withdrawals, the number of SIG aseptic carton filling machines globally reached 1,448 (1,434 in 2024), a net increase of 14. Some of the filling machines that were retired during the year will be overhauled and redeployed. In general, new filling machines placed in field have significantly higher capacity than retired filling machines.

NET CAPEX 2025 (€ million)



1 Includes proceeds received relating to the sale of the chilled carton production plant in Shanghai in 2025.

Cash flows

Net cash from operating activities decreased by €134.9 million from €649.2 million in 2024 to €514.3 million in 2025. The decease was primarily driven by lower EBITDA compared with the prior year, including unfavorable currency movements against the Euro and an increase in customer incentive payments for strong growth in 2024. This was partially offset by lower tax and interest payments of €38.2 million.

Net cash used in investing activities in 2025 decreased by €44.1 million compared to 2024. The movements in capital expenditure and cash inflows from sales of land are described under "Capital expenditure" above.

Free cash flow was €191.0 million compared with €290.3 million in 2024. The decrease in free cash flow was primarily driven by lower EBITDA compared with the prior year and an increase in customer incentive payments for strong volume growth in 2024.

The **net cash used in financing activities** of €183.1 million reflects dividends paid of €202.7 million, €78.1 million net increase in debt and €55.2 million of lease payments.

Net debt and leverage

(In € million)	As of Dec. 31, 2025	As of Dec. 31, 2024
Gross debt	2,498.1	2,474.9
Cash and cash equivalents	354.3	(303.4)
Net debt	**2,143.8**	**2,171.5**
Net leverage ratio	**3.0x**	**2.6x**

Net leverage as of 2025 was 3.0x (2024: 2.6x). The net debt as of December 31, 2025 broadly remained at the same level as of December 31, 2024. The adjusted EBTIDA performance negatively impacted the net leverage ratio.

The Group's debt covenants stipulate a net leverage ratio of no more than 4.0x, reported bi-annually. The calculation is based on net debt to adjusted EBITDA, excluding asset impairments. Based on this calculation, the leverage ratio as of December 31, 2025 was 2.8x.

Debt rating

	Company rating	Outlook	As of
Moody's	Baa3	Stable	March 2025
S&P	BBB-	Stable	March 2020

Other

Dividend

As announced on September 18, 2025, the Board of Directors has decided to pause the dividend payment for the year ended December 31, 2025, and will therefore not propose a distribution of a dividend at its 2026 Annual General Meeting to be held on April 16, 2026.

A dividend of CHF 0.49 per share, totaling CHF 187.3 million (€202.7 million), was paid to shareholders from the capital contribution reserve (additional paid-in capital) in April 2025. A dividend of CHF 0.48 per share, totaling CHF 183.5 million (€187.8 million), was paid from the capital contribution reserve in April 2024.

Foreign currencies

We operate internationally and transact business in a range of currencies. Whilst our reporting currency is the Euro, we generate a significant portion of our revenue and costs in currencies other than the Euro. Changes in the value of the Euro against other currencies in countries where we operate can affect our results and the value of balance sheet items denominated in foreign currencies. Our strategy is to reduce this exposure through the natural hedging that arises from the localisation of our operations. In addition, we systematically hedge all key currencies against the Euro using a twelve-month rolling layered approach.

We supply semi-finished and finished goods to certain of our non-European operations in Euros, and a number of our key raw material suppliers charge us for raw materials in Euros or US Dollars. As a result, a greater portion of our costs is denominated in Euros and, to a lesser extent, US Dollars compared with the related revenue generated in those currencies. Accordingly, changes in the exchange rates of the Euro and the US Dollar compared with the currencies in which we sell our products could adversely affect the results of operations. We expect to mitigate some of these cost mismatches through the opening and expansion of local production facilities in certain markets, ongoing efforts to qualify local suppliers and by using foreign currency derivatives.

2026 guidance

The Company expects total revenue growth at constant currency and constant resin for 2026 to be within a range of 0–2%. This reflects a similar market environment as in 2025.

The adjusted EBIT margin is expected to be between 15.7% and 16.2%.

Guidance is subject to input costs and foreign currency volatility.

Net capital expenditure, including lease payments, is projected to be within the range of 6–8% of revenue.

The adjusted effective tax rate is forecast to be between 26% and 28%.

Mid-term guidance

The Company expects revenue growth of 3–5%, at constant currency and constant resin, assuming a normalization of market conditions in the medium term. The adjusted EBIT margin is expected to be above 16.5% in the medium term.

Net capital expenditure, including lease payments, is expected to be in the range of 6–8% of revenue, whilst ensuring that investments are made in the most accretive areas.

Net leverage is expected to reach 2.5x by 2027, with further improvement to around 2.0x in the medium term.

After the pause in the dividend payment for the year ended December 31, 2025, the Company expects to re-instate dividends for the year ending December 31, 2026 with a payout ratio of 30–50% of adjusted net income.

Alternative performance measures
Definitions of the alternative performance measures used by SIG management and their related reconciliations are posted under the following link: Alternative performance measures

Additional information about alternative performance measures used by SIG management is included in the consolidated financial statements for the year ended December 31, 2025.

Enterprise risk management

The Group's enterprise risk management (ERM) process is designed to identify, assess, and mitigate actual and potential as well as emerging risks to our business in order to protect the Group from negative financial and/or reputational impact.

Furthermore, the ERM process facilitates the disclosure of risks to key stakeholders. It also raises internal awareness and provides a basis for informed decision-making. Our ERM process is an integral part of our strategy process and the results of our risk assessment are taken into account when defining our strategic initiatives. The ERM process, which is periodically reviewed by the Audit and Risk Committee and approved by the Board of Directors, is led by the Group General Counsel & Chief Compliance Officer.

Our ERM process is carried out in accordance with the Swiss Code of Best Practice for Corporate Governance. Our risk assessment takes into account the material topics we have identified based on the Global Reporting Initiative (GRI) Standards and our preliminary double materiality assessment under the Corporate Sustainability Reporting Directive (CSRD), for further information see **Our material topics →**. Climate change is one of our material topics, and climate-related risks and opportunities are identified following the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), see our **TCFD report →**. Our approach to addressing climate-related risks and opportunities is integrated in our ERM process and includes transition risks in fast-moving consumer goods markets and physical climate risks to our assets and supply chain, as well as opportunities related to our low carbon footprint innovations. For more information on identified climate-related risks and opportunities, see **Climate+ →** and our **TCFD report →**.

Management is responsible for identifying and reporting risks and for implementing and tracking mitigation measures. Each top risk, including the respective mitigation actions, is owned by a member of the Group Executive Board. Each mitigation action has an owner at Group level who works closely with the respective regional functions to ensure local implementation.

At least annually, we review our top risks and mitigation actions in workshops with our regional and functional leadership teams. The results of these workshops are then discussed with the Group Executive Board. The top risks and mitigation actions are subsequently reviewed by the Audit and Risk Committee and ultimately by the Board of Directors, which also sets the risk profile and the risk capacities of the Group.

Mitigation actions and their implementation status are also tracked and reviewed throughout the year as part of our strategic initiatives and management processes.

The Audit and Risk Committee reviews the implementation of the risk management system and the integrity and accountability of the risk management function on an annual basis. As part of the ERM process, the Audit and Risk Committee also regularly discusses risks that could materially impact our business and financial position, as well as the development of internal controls to mitigate such risks. In addition, the Audit and Risk Committee periodically reviews the internal policies and procedures designed to secure compliance with laws, regulations, and internal rules regarding insider information, confidentiality, bribery and corruption, sanctions, and adherence to ethical standards, and assesses the effectiveness thereof.

The Audit and Risk Committee also discusses with the Group CFO and the Group General Counsel & Chief Compliance Officer any legal matters that may have a material impact on the Group's business or financial position and any material reports or inquiries by regulatory or governmental agencies that could materially impact the Group's business or financial position. The Audit and Risk Committee reports material matters to the Board of Directors on a regular basis.

The risks that we may be exposed to lie particularly in the areas of strategy, operations, sustainability, regulatory, legal and compliance, as well as finance.

Strategic risks

Description

We are exposed to several strategic risks, such as:

- The risk that our business model no longer adequately addresses the needs of customers and consumers.
- The risk of changing customer or consumer preferences.
- The risk of existing competitors or new market players.
- The risk that we do not keep up with new technology trends.
- The risk of geopolitical instability.

How we mitigate risk

- We regularly review our strategy.
- We constantly seek feedback from our customers, suppliers and other stakeholders.
- We monitor and assess the competitive landscape.
- We monitor technology trends and invest in development of new technology.
- We closely monitor the geopolitical developments.
- Our business is diversified regarding both geographies and products.

How we turn risk into opportunity

- We adapt our strategy where appropriate to be a pioneer in our industry.
- We explore new markets and business opportunities to expand our business.
- We implement new technology to meet and exceed customer and consumer expectations.

Operational risks

Description

We are exposed to several operational risks, such as:

- The risk that our supply chains are disrupted (e.g. due to geopolitical tensions and conflicts caused by regional instability).
- The risk of loss of production, including due to damage to key manufacturing facilities (e.g. caused by natural disasters, including flooding), IT failures, severe power blackout or energy shortages.
- The risk that we do not meet our high product quality standards or that our products do not comply with product food safety regulations.
- The risk that we do not meet our high standards to ensure the health and safety of our employees.
- The risk that our employees cannot perform their duties due to events such as a pandemic.
- The risk that we are not able to attract and retain employees (e.g. due to appearing to not sufficiently drive diversity and inclusion), resulting in limitations to maintaining, developing and growing the business.

How we mitigate risk

- We expand our supply base where appropriate, including new suppliers and materials to further increase supply chain resilience.
- We have implemented processes to ensure business continuity planning, including a pandemic contingency plan.
- We embrace renewable energy and technology advancements to decouple from traditional energy sources.
- We implement adaptation solutions for both existing and newly built manufacturing facilities to reduce identified climate-related physical risks.
- We constantly monitor cybersecurity risks and have implemented an information security management system to prevent, detect and swiftly remediate security incidents (including cyber-attacks and phishing attempts).
- We have a quality management system and invest to continuously improve the quality of our products.
- We take measures and foster a culture that prevents people incidents and work-related illness.
- We regularly review, and adapt as appropriate, our compensation structure and working conditions to remain an employer of choice, alongside initiatives aimed at strengthening organisational culture and supporting sustained employee engagement.

How we turn risk into opportunity

- Our responsible sourcing program offers opportunities to develop sustainable suppliers that are more resilient towards climate change impacts.
- Our employer branding and employee wellbeing programs help us to remain an employer of choice for our existing and new talent.

Sustainability risks

Description

We are exposed to several sustainability risks, such as:

- The risk that acute or chronic impacts resulting from climate change affect forests, jeopardizing the availability of and costs for paperboard, one of our key raw materials.
- The risk of stricter climate-related regulations (e.g. on recyclability of packaging materials or on waste) or requirements for low-carbon products.
- The risk of potential negative impacts caused by our operations or our supply chain on the environment or communities, including human rights.

How we mitigate risk

- We have set near- and long-term emission reduction targets approved by the Science Based Targets initiative, aiming to achieve net-zero emissions by 2050.
- We drive innovation that promotes substantial reductions in the negative environmental impact (such as the carbon footprint) of our packaging solutions.
- Through our partnerships (e.g. with WWF Switzerland), we help to mitigate negative environmental impacts and enhance positive ones, such as initiatives to create additional sustainably managed forest land and foster the collection and recycling of used beverage cartons.
- We source 100% of our carton paperboard from SC™ certified suppliers.
- We source 100% of the aluminum for our aseptic carton packs from ASI certified suppliers.
- We are a signatory to the United Nations Global Compact and committed to adhering to the standards encompassed within the International Bill of Human Rights, the International Labor Organization's core labor standards and the Ethical Trading Initiative Base Code.
- We have systems in place to minimize negative environmental impacts for both our operations and within our supply chain, and we conduct human rights due diligence.

How we turn risk into opportunity

- We invest in research and development to better meet the needs of customers and consumers, including enhancing the environmental performance of our packaging solutions.
- An increasing demand for sustainable products offers great business opportunities.
- We are committed to further reducing the carbon footprint of all our packaging and pioneering carbon-negative packaging concepts.
- Our focus on corporate social responsibility is recognized with high scores in various ESG ratings.

Regulatory, legal and compliance risks

Description

We are exposed to several regulatory, legal and compliance risks, such as:

- The risk of increasing regulatory requirements regarding, e.g. the environmental performance of our products throughout their life cycle.
- The risk of stricter trade restrictions, including export controls, new or rising tariffs, and economic sanctions, prohibiting or restricting us from doing business in certain countries or with certain designated persons.
- The risk that our employees fail to act with integrity, in compliance with applicable laws and regulations and in accordance with our internal policies and processes (e.g. regarding anti-bribery and anti-corruption), which could result in negative reputational and financial impacts for the Group.
- The risk that our financial reporting is inadequate.
- The risk of legal disputes.

How we mitigate risk

- We maintain a compliance management system, including regular compliance risk assessments and process-oriented controls.
- We provide guidance to our employees on acting with integrity through our compliance policies and training. For employees in high-risk roles, we regularly provide dedicated additional training on special compliance topics, such as anti-bribery and anti-corruption.
- We have implemented control systems to ensure compliance with applicable trade restrictions.
- We have implemented an internal control system for financial reporting.
- We operate a grievance mechanism for reporting any compliance issues or concerns including an Integrity & Compliance Hotline which is available to all our employees, as well as to external stakeholders.
- We monitor legislative developments and take action to comply with upcoming applicable laws and regulations.

How we turn risk into opportunity

- Acting with integrity, also beyond compliance with applicable laws and regulations, and conducting business based on values, enhances our Group's reputation.
- We invest in research and development of sustainable and environmentally friendly products to meet and exceed regulatory requirements and customer expectations.

Financial risks

Description

We are exposed to several financial risks, such as:

- The risk of increasing costs (including commodity, freight, energy and other input costs) due to, e.g. inflation.
- The risk of fluctuations in exchange rates.
- The risk of increasing interest rates.
- The risk that we do not have sufficient financial resources and liquidity.

How we mitigate risk

- We have processes in place to monitor and manage our costs.
- We have implemented hedging policies to manage the risk of fluctuations in exchange rates and commodity prices.
- We have established treasury policies that identify risks faced by the Group and set out policies and procedures to mitigate those risks.
- We maintain a broad network of financing sources, including bank financing and debt capital markets, in different geographies, and we maintain adequate cash and liquidity reserves.

How we turn risk into opportunity

- Our reporting of risks and opportunities adds transparency, permitting investors to make informed decisions.

Emerging risks

Description

In 2025 we continued to assess emerging risks that might become relevant for our business, including:

- The risk of increasing regulations related to plastics packaging.
- The risk of contributions to the loss of biodiversity along our value chain, including raw material supply, operations and product end of life, and the related risk of reputational damage driven by negative external perception.
- The risk of new technologies, such as blockchain, quantum computing and artificial intelligence (AI) being used to attack our IT infrastructure, potentially resulting in business interruption and impacting our ability to supply our customers.

How we address such emerging risks

- We closely monitor the regulatory environment and engage in product innovation and product circularity.
- We pursue a strategy of mitigating nature related risks along our value chain, e.g., responsible sourcing of our raw materials and proactively engaging in landscape restoration.
- We assess, and where necessary improve, our IT security layers to prepare for and defend against cyber attacks with new technologies (such as blockchain, quantum computing and AI). Our Security Operations Centre leverages AI technology to detect, prevent and counter efficiently against outside threats.

How we turn risk into opportunity

- An increasing demand for products with an improved sustainability performance contributing to a to low-carbon, biobased and circular economy transition offers great business opportunities.
- Providing information about the results of the performance assessment of our products along the life cycle supports customers and consumers in making informed choices.
- We have developed solutions based on new technologies such as AI to improve our internal operations resulting in efficiency gains, and lower waste and lower energy consumption. In addition, we deploy AI tools to optimize our packaging supply chain management and filler assembly ensuring shorter fulfillment cycles and higher quality products.