



Sustainability Report FY25







Tetra Pak®
PROTECTS WHAT'S GOOD

Introduction

Our focus areas

About this report

This report[1] summarises the sustainability performance of the Tetra Pak Group of companies (Tetra Pak) for the period 1 January 2025 – 31 December 2025, which is why we refer to it as our "full year 2025" or "FY25" report. Unless otherwise stated, all information in this report has been prepared on a consolidated basis, which includes the business activities performed by all entities operating under the Tetra Pak brand. There have been no changes in the preparation and presentation of sustainability information compared to previous periods.

We have voluntarily used the European Sustainability Reporting Standards (ESRS) as a reference when developing this report.[2] For detailed sustainability performance data, see pages 114-122. Details about our work in sustainability beyond the information included in this report are available on our website.

External assurance

Our scope 1, 2 and 3 greenhouse gas (GHG) emissions data[3] has received limited assurance by a third-party since 2013 and direct operations water data has received limited assurance by a third party since 2023.

Read more

Message from the President & CEO

Feeding a growing global population is becoming increasingly complex as environmental risks intensify. The World Economic Forum recently identified extreme weather events, biodiversity loss and ecosystem collapse, and critical changes to Earth systems as the most severe long-term global risks, with natural resource shortages and pollution also in its top ten.[4] All present significant threats to global food systems. At the same time, the WEF also highlighted in January that addressing these risks can unlock value and support sustainable growth.[5]

Adolfo Orive,
President and CEO of Tetra Pak

At Tetra Pak we too recognise risk management and value creation as twin imperatives of sustainability. We are firmly committed to protecting food, people and the planet across our own operations and our value chain. These priorities guide how we strengthen food system resilience, mitigate and adapt to climate change, and deliver value for customers, partners and society. Our double materiality assessment, refreshed in 2025, continues to guide our identification and management of material impacts, risks and opportunities, and ensures that our actions remain focused, measurable and aligned with long-term value creation.

Food Systems

Climate-related extreme weather and global uncertainty reinforce the urgent need for resilient food systems and enabling infrastructure. Our four interconnected food systems pathways address access to food, food loss and waste, new food sources and more sustainable dairy. Through these pathways, we focus our efforts where we believe we can make the greatest contribution.

With 2.3 billion people lacking access to safe nutrition,[6] we remain committed to using our technologies to protect food quality and safety, extend shelf life and reduce food waste. In 2025, we supported customers in delivering over 70 billion litres of food globally in our cartons and processed 10.5 million tonnes of food through our solutions. Our solutions also contributed to 174 billion food and beverage packages, serving a sector with an estimated sales value of €2.6 trillion and relied on by hundreds of millions of people every day. This included nutritious beverages for 68 million children in 52 countries through school feeding programmes. We also expanded our Dairy Hub support to customers reaching 89,200 smallholder dairy farmers, providing them access to a formal market and reinforcing their income security.

We are equally committed to collaboration, recognising that systemic challenges require collective action. In 2025, we renewed our partnership with the United Nations Industrial Development Organization (UNIDO) through a new Memorandum of Understanding, signed at COP30, strengthening collaboration for the “hidden middle” of food value chains, including processing, logistics, storage and packaging.

Innovation remains central to our long-term strategy. In 2025, we made acquisitions and strategic investments to support new food sources and alternative proteins, and opened a Product Development Centre (PDC) in Cholet, France, a Customer Innovation Centre (CIC) in Bangkok, Thailand, and a New Food Technology Development (FTD) centre in Karlshamn, Sweden. With 12 PDCs and 6 CICs globally alongside our new FTD, we continue to invest in the capabilities needed to bring to scale commercial products and processes that create sustainable growth and value for our customers.

Circularity

The primary purpose of packaging is to protect perishable food but the way we design, collect and recycle it plays an important role in keeping materials in use for as long as possible and in lowering the overall carbon footprint of our cartons. In 2025, we invested approximately €100 million into the research, development and industrialisation of new carton technologies, and a further €42 million to expand collection and recycling infrastructure globally. We will continue to work with partners and policymakers to support the building of high-performing recycling value chains by combining improved design, effective legislation and stronger demand for recycled materials. We do this because our cartons are made from high-quality materials. This includes the paper fibres as well as the polymer and aluminium layers, all of which retain value beyond their first use. Recycling enables these materials to be recovered and reintroduced into new applications, reducing reliance on virgin resources. The particular mix of short- and long-fibre used in cartons is valuable for specific advanced fibre applications. The non-fibre polymer-aluminium fraction, often referred to as polyAl, can be also transformed into durable, high-value products such as transport crates, pallets and other logistics solutions, for example, demonstrating the importance of further scaling polyAl recycling as part of a circular value chain. See more in our story.

Applying circularity principles to our equipment portfolio also enables us to create value for customers. Our Asset Health Monitoring solution, for example, extends the lifespan of production lines, helping customers reduce replacement needs while improving efficiency, cost performance and operational resilience.

Climate and Nature

Addressing climate change and nature loss remains a clear priority for our business and leadership. In 2025, we reduced GHG emissions by 56% in our own operations and by 34% across our value chain compared with a 2019 baseline.[7] Renewable electricity reached 97% at our sites, and we remain firmly on track to achieve net-zero emissions in our own operations by 2030, guided by targets approved by the Science Based Targets initiative (SBTi).

At the same time, our packaging solutions play an important role in reducing emissions across food systems. Life cycle assessments consistently show that cartons can offer a lower climate impact compared to other packaging format options that primarily use fossil-fuel materials. By protecting perishable food and enabling ambient distribution with predominantly fibre-based structures, thereby enabling food safety without the need for refrigeration, cartons help reduce food loss and waste and the associated emissions, while supporting access to safe nutrition, even in regions with limited cold-chain infrastructure. See page 38 of this report for the holistic food safety and sustainability benefits of cartons.

We recognise that climate and nature are deeply interconnected. In 2025, we completed our first integrated climate and nature risks and opportunities assessment. The results informed updates to our Approach to Nature framework, launched in 2024, which includes measurable targets focused on halting and reversing nature loss, restoring ecosystems and enhancing water security. We strengthened the framework further in 2025 to ensure continued alignment with science and to prioritise actions with the greatest long-term impact.

Social Sustainability

Food chains depend on people, and we are committed to respecting human rights across our operations, value chain and communities. We take a people-first approach, underpinned by clear expectations, due diligence and continuous improvement.

Across the value chain, we strengthened our human rights due diligence approach, reviewed priority impacts and established a measurement framework with targets and KPIs. Through our Join Us in Protecting the Planet initiative, we also strengthened expectations of our suppliers, expanding human rights disclosures and supporting commitments to nature protection and validated climate targets. These partnerships are essential to achieving progress at scale.

Since 1 January 2025, all employees receive one paid volunteering day annually. In 2025, sustained safety efforts reduced our total recordable accident rate by 25% versus a 2022 baseline, and our Workplace Experience Survey score increased by 10.8 points compared with 2023.[8]

It starts with food

I thank our customers, suppliers, partners and colleagues for their continued commitment and trust. Building resilient food systems requires collaboration, discipline and sustained leadership. Because food is fundamental to the human experience, and that's worth protecting. This conviction underpins our purpose and our actions. It is why we remain committed to making food safe and available everywhere, while protecting what's good – food, people and the planet.

Adolfo Orive,
President and CEO of Tetra Pak

2025 Highlights

This section provides highlights of key achievements across our priority sustainability areas.
To support transparency and comparability, each statement is further detailed in the relevant chapters of our sustainability report, including the underlying data, scope, methodologies and baselines used to assess progress. This table should therefore be read as a summary, with substantiation provided in the chapters that follow.

PLATINUM Top 1% ecovadis Sustainability Rating JUL 2025

We received a **Platinum medal in 2025**, placing us in the **top 1%** of companies assessed in the same period.

Food systems

174 billion
food and beverage packages delivered worldwide

68 million
children in 52 countries received milk or other nutritious beverages in our packages through school feeding programmes

89,200
smallholder farmers involved in Dairy Hub projects since 2011

35% reduction
in GHG emissions from dairy ambient processing lines since 2019 baseline (on track to meet targets of a 50% reduction by 2030)

Memorandum of Understanding (MoU) with partner UNIDO to scale innovation and decarbonise food systems

Circularity

Certified recycled polymer content linked to our Europe production **rose 6% in 2025 vs. 2024** – calculated via a mass balance approach[9]

€100 million
invested in packaging research and development addressing sustainability of our packages

Approximately 1.3 million tonnes of cartons collected and sent for recycling, supporting an estimated 27% global collection for recycling rate[10]

€42 million
invested to support collection, sorting and recycling of our packages globally

World-first paper barrier for juice packages, meaning a 43% lower carbon footprint

Climate

-34%
in total value chain GHG emissions (scope 1, 2 and 3) since 2019 (-12% reduction since 2024)

-56%
in own operations GHG emissions (scope 1, 2 and business travel) since 2019

97%
renewable electricity consumption in Tetra Pak operations (on track to meet our 2030 target)

Nature

Conducted an industry-leading integrated **Climate & Nature Risk Assessment,** prioritising 14 key risks and opportunities

3,205 hectares
of land under restoration since 2022 of which **1,638** were added in 2025

A- score
achieved from CDP for Forests and Water Security

-21%
Reduction in total water withdrawal across sites in scope vs. 2019 baseline

57% decrease
in volatile organic compounds (VOC) emissions vs. 2019 baseline driven by Solvent Free pre-press project in Packaging Solutions

Social Sustainability

Conducted an in-depth review of priority human rights impacts along the full value chain

Assessed the quality of **suppliers' human rights due diligence** including impact assessment, action plans, tracking and grievance mechanisms for the first time as part of an annual process moving forward

Launched a collaboration to **improve the working conditions of informal waste workers** in India

4% reduction
achieved in our Total Recordable Accident Rate (TRAR), from 1.63 in 2024 to 1.57 in 2025

10.8 point
increase in our Workplace Experience Survey score against 2023

About us

Our company in numbers

12.35bn
Net sales 2025 in € billion

24,617*
Number of employees

* These numbers are as of 1 January 2026

Equipment in operations

8,617
Packaging machines

113,496
Processing units

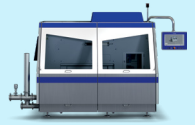
22,484
Downstream equipment

160+
Countries in which Tetra Pak had sales in 2025

174bn
Tetra Pak® packages sold in 2025

Delivered in 2025

215
Filling machines



3,120
Processing units

550
Downstream equipment

90 Sales Offices

26 Market Companies

12 Product Development Centres

6 R&D Centres

6 Customer Innovation Centres

52 Production Plants

1 Development Technology Centre (New Food)

Who we are

We're here to make food safe and available.

This is why we provide advanced food production systems – from product creation and recipe testing to processing, filling, packaging, logistics, services and beyond. In collaboration with our customers and suppliers, driven by more than 24,000 dedicated employees worldwide, we protect food sustainably for hundreds of millions of people in more than 160 countries. Because we're here to fulfill a purpose: We commit to making food safe and available, everywhere, and we promise to protect what's good: food, people and the planet.

We are part of the Tetra Laval Group, which also includes DeLaval and Sidel, all focused on technologies for the efficient production, packaging and distribution of food.
Read more in the Tetra Laval Annual Report and on its website.

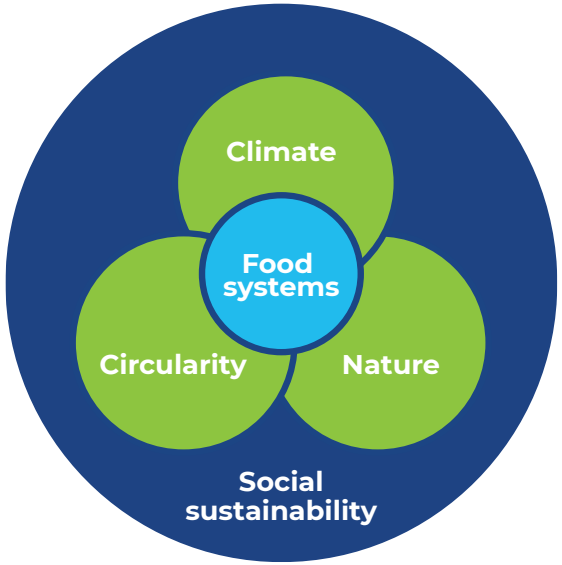
Our approach to sustainability

At Tetra Pak, we're committed to making food safe and available, everywhere, and we promise to protect what's good: food, people and the planet.

We take an end-to-end approach to advanced food systems, spanning product creation and recipe testing through to processing, filling, packaging, logistics and services. In today's world, where we face interconnected challenges - from feeding a growing population to protecting natural resources and tackling climate change - our Tetra Pak Sustainability Agenda shapes how we evolve as a company and where we focus our efforts.

Reflecting the interconnected nature of our sustainability agenda (right), we aim to drive the sustainability transformation through low-carbon, circular economy solutions, while strengthening sustainability performance across the value chain.

In the same way that sustainability must drive value to people and planet, we also take seriously our responsibility to customers and the agri-supply chain by embedding sustainability into the core of the business to create value for all.



Tetra Pak Sustainability Agenda

Our Double Materiality Assessment

In 2025, we continued to refine our Double Materiality Assessment (DMA) to strengthen its role in strategy and risk management. The refinement deepened the identification of sustainability-related impacts, risks, and opportunities across our value chain. The DMA now provides clearer, evidence-based priorities and stronger integration with risk management and strategy, supporting more informed decision-making and long-term business resilience.

This year's refinement drew on deeper Human Rights Due Diligence (HRDD) analysis, aligned with the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, and updated climate and nature scenario work. These, along with other new input, provides a more informed view of where sustainability matters arise across our value chain. Throughout the year, we further documented the DMA process and strengthened the linkages between the DMA process and outcomes, and our broader Risk Management Framework and Strategy processes.

This work is building the foundation for more systematic integration of sustainability related risks and opportunities into enterprise level decision making, investment, technology development and portfolio choices. Looking ahead, we plan to operationalise these strengthened linkages to ensure that sustainability considerations become an increasingly systematic driver of innovation, growth and long-term business resilience.

The DMA assessment considers the connections between its impacts and dependencies and the sustainability-related risks and opportunities that may arise from them.

The consultative process that defined our material impacts, risks and opportunities followed a structured five step framework to ensure consistency and continuity in the process, and aligning to the requirements under ESRS 1.

- **Step 1:** Understand
- **Step 2:** Identify
- **Step 3:** Assess
- **Step 4:** Evaluate and determine
- **Step 5:** Communicate and report

Step 1: Understand

Understand the environment we operate in.

We mapped relevant business activities and locations across our value chain, taking short, medium and long-term timeframes[11] into account, and collected relevant information sources, such as our risk register, sustainability assessments and stakeholder engagement. Read more about stakeholder engagement here.

Step 2: Identify

Identify impacts, risks and opportunities in our value chain, and map to the business activities in our value chain and the relevant ESRS topics.

Impacts may be actual or potential, and either negative or positive.[12] The negative impacts that have been identified are on outcome of our due diligence process. Key steps of this process include:

- Mapping actual and potential impacts on people and the environment as a result of our business activities and relationships throughout the value chain.
- Integrating outcomes from dialogue with suppliers and customers, interviews with external experts and internal stakeholders, and most importantly engagement with affected workers or communities.

Once impacts were identified and assessed through the due diligence process, they were fed into the DMA.

Risks and opportunities: Sustainability-related risks and opportunities are identified through our Risk Management, Strategy and DMA processes. The identification of impacts and dependencies further supports the identification of related risks and opportunities.

Step 3: Assess

Assess impacts, risks and opportunities.

The impact materiality assessment assesses impact based on their severity (scale, scope & irremediability) and likelihood in line with the due diligence methodology.[13]
Financial materiality assessment for risks and opportunities is based on potential financial effect and likelihood in line with our Risk Management assessment methodology.

Step 4: Evaluate and determine

Determine material IROs based on a threshold for impact and financial materiality.

To determine the material IROs, we have set materiality thresholds for the quantitative assessments and where relevant, our internal experts may apply qualitative judgement. Improvements in our process since 2024 resulted in the identification of several new material IROs, particularly in biodiversity, water, circularity and social topics. A small number of IROs previously considered material were reassessed and no longer met the materiality threshold. Material IROs were aggregated to help structure sustainability reporting and strategic decisions.

Step 5: Communicate and report

Document final results and communicate internally and externally.

The final output of the DMA was documented and communicated internally as well as translated into reporting requirements that are disclosed on in this report.
On the next page, you can see our material ESRS sub-topics mapped across our entire value chain.

Impacts, risks and opportunities across our value chain

Our material IROs, as identified through the Double Materiality Assessment (DMA), are presented by ESRS[14] material sub-topic and mapped across our value chain. The accompanying value chain map illustrates where these IROs arise within our business model, including upstream activities (such as raw material sourcing and supplier related processes), our own operations and downstream activities linked to customers, product use and end-of-life management. To make clear where this report discloses important information related to these requirements, each chapter divider includes a list of ESRS material subtopics that will be discussed within it.

All material IROs are captured under our Sustainability Agenda and Corporate Governance Framework, with IROs managed by the relevant functions across the organisation. Our sustainability approach addresses the full value chain, from responsible sourcing and supplier management to our own operations, as well as product use at customer sites and the end-of-life treatment of equipment and used food and beverage cartons worldwide.

Focus areas		Material sub-topics	Impact, Risk and Opportunity			Upstream			Own Operations			Downstream					
													Equipment and services		Food and beverage cartons		
			I	R	O	Raw material sourcing	Procurement	Logistics	Design	Production, testing and assembly	Sales and marketing	Logistics	Customer operations and distribution	Design for extended life cycle and end of life	Consumer use	Consumer disposal	Collection and recycling
Food systems*		Food production	X		X								■				
		Food loss and waste	X	X									■		■		
		Food access	X		X										■		
Circular Economy and Resource Use		**Resource inflows** Design & material for packaging Design, materials and lifecycle of equipment		X		■	■										
		Resource outflows related to products and services Design, materials and lifecycle of equipment			X									■			
		Resource outflows (waste) Collection and recycling of carton packaging Waste in our operations	X	X					■	■	■					■	■
Climate		Climate change mitigation	X			■	■	■	■	■	■	■	■	■		■	■
		Climate change Adaptation		X	X	■	■	■	■	■	■	■	■	■	■	■	■
		Energy	X						■	■	■		■	■	■		
Nature	Pollution	Pollution of water	X			■	■										
	Water	Water withdrawals	X		X	■	■			■	■		■				
		Water consumption	X	X						■	■		■				
	Biodiversity	Drivers of biodiversity & ecosystem change	X	X	X	■	■		■	■	■		■				
		State of species	X			■										■	
		The extent & condition of terrestrial & marine ecosystems	X			■										■	
		Ecosystem services	X	X		■							■				
Social Sustainability	Own Workforce	Working conditions	X						■	■	■		■				
		Health & safety	X	X					■	■	■						
		Diversity & equal treatment	X						■	■	■						
		Other labour-related human rights	X							■			■				
	Workers in Value chain	Working conditions	X			■	■	■	■	■	■						■
		Health & safety	X			■	■	■									■
		Diversity & equal treatment	X						■	■	■						
		Other labour-related human rights	X			■	■	■				■					■
	Affected Communities	Communities' economic, social and cultural rights	X			■											
		Rights of indigenous peoples	X			■											

*While "Food systems" is not an ESRS standard, it is reflected in this report due to its strategic importance. Relevant elements (e.g. food access, protection and nutrition) are addressed across multiple ESRS social standards as sub-topics; however, they are presented here as a distinct topic to better capture their overarching role in enabling resilient food systems.

Key

I: Impact
R: Risk
O: Opportunity

Raw Material Sourcing
Extraction, production and refinement of raw materials for packaging and equipment.

Procurement
Sourcing and purchasing of goods and professional services.

Logistics
Transportation from suppliers to our factories and sites.

Design
Design and development of packaging, equipment and services.

Production, testing and assembly
Manufacturing and assembly of products, including processing, quality testing, packaging, and preparation for distribution.

Sales and marketing
Promotion and sale of products and services, including branding, advertising, customer engagement, and commercial activities across markets.

Logistics
Distribution of packaging materials, additional materials, equipment and parts to customer sites.

Customer operations and distribution
Processing and filling of food and beverages, use of equipment, distribution between customers and retailers, customer sales and marketing activities, and after-sales service (services, parts and training).

Design for extended life cycle and end of life
Repair, reuse, and disposal of equipment and parts.

Consumer use
Consumption of food and beverage.

Consumer disposal
Disposal of used food and beverage cartons.

Collection and recycling
Collection and recycling of used food and beverage cartons.

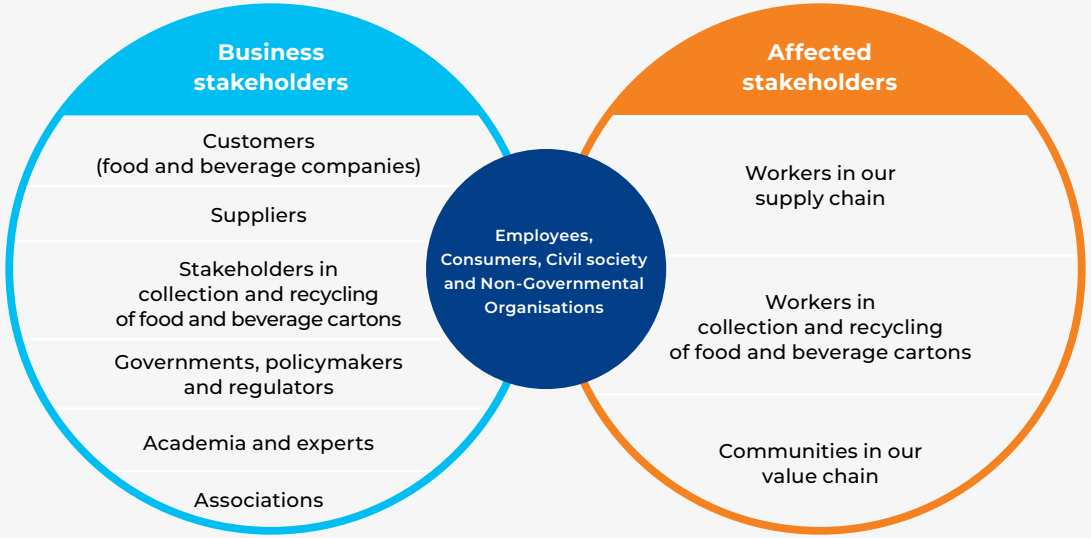
Stakeholder engagement

As a global business, we have a diverse range of stakeholders – our employees, customers, consumers, workers in our supply chain, policymakers, academics and more.

By engaging with key stakeholders, we gain valuable insights into their perspectives. Engagement with businesses, users of our products and services, and external experts helps us identify and address business risks and opportunities, while engagement with those who are potentially affected by activities across our value chain (called affected stakeholders) helps us identify, prevent and mitigate negative impacts on people and the environment in a more effective way. See Figure 1.

We engage with affected stakeholders throughout every stage of our human rights due diligence (HRDD) process. Read more about our work with workers and communities in our supply chain in our Social Sustainability and Business Conduct chapters. In line with international standards, we prioritise addressing the most severe risk to people, amplifying our impact.

Embedding stakeholder insights into our work



Our approach to stakeholder engagement within human rights due diligence is focused on three-levels:

1. Engagement with **human rights experts** that can help direct our overarching strategy
2. Ongoing relationships with **credible proxies** that can provide insight into the challenges faced by, and views of, affected stakeholders
3. Engagement with **affected stakeholders in specific, prioritised locations**

The methods we use for stakeholder engagement vary and are specific to the groups we are trying to reach. Across all engagement, we establish the most effective channels, our purpose and the desired outcomes. Engaging with workers in the value chain and affected communities puts people at the centre of our due diligence process and informs both our prioritisation of impacts and the action we take to address them. See more in the table on the next page.

Key engagement channels	Purpose of engagement	Examples of outcomes of engagements
Employees		
• Annual employee engagement surveys • Works councils and union representation • Whistleblowing / Speak Up platform • Regular dialogues with managers on individual objectives, personal development and compensation review	• Understand employees' perceptions and experiences in the workplace, address any concerns and feedback and establish career development and learning pathways for employees	• Defining actions to address concerns through corrective actions and prevention measures • Updating internal policies or procedures • Informing the development and launch of global initiatives and campaigns
Customers (food and beverage companies)		
• Regular local engagements through leadership and sales teams, including top-to-top meetings and customer experience (CX) surveys • Customer support and guidance, for example, through innovation workshops at our Customer Innovation Centres and product trials at our Technology Development and Product Development Centres	• Collaborative relationship with customers to achieve common goals and targets (e.g. food security, food access and safety, food loss and waste, resource efficiency, recycling, etc.) and identify new business opportunities together	• Product and service improvements • New foods innovation and product launches • Investments in new production facilities
Suppliers		
• Regular meetings and workshops with suppliers on common agendas, including senior strategic review meetings (top-to-top) • Engagement with 100+ strategic and prioritised suppliers through our Join Us in Protecting the Planet supplier sustainability initiative, including supplier scorecards and awards • Workshops, industry collaborations, supplier trainings, webinars, capability building sessions and supplier conferences	• Engage suppliers on our vision and strategic direction and ensure compliance with our Code of Business Conduct for Suppliers (Supplier Code) • Influence positive change within our supply chain, including promoting responsible sourcing and decarbonising our supply chain, and enhancing the sustainability knowledge and capabilities of suppliers	• Streamlined supplier expectations • Business opportunities identified through common agendas • Supplier improvement plans • Informed selection of suppliers

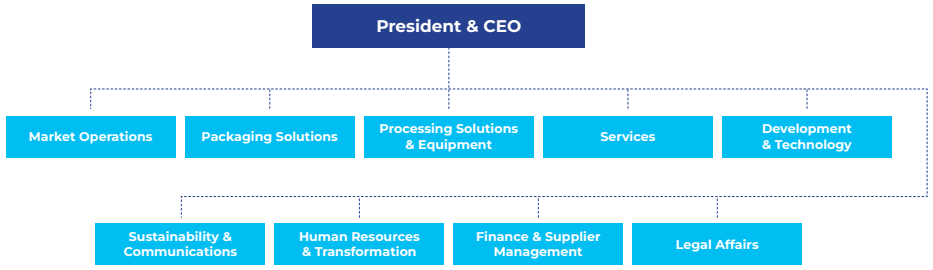
Key engagement channels	Purpose of engagement	Examples of outcomes of engagements
Workers in our supply chain		
• Workers voice surveys • On-site assessments and audits • Human rights impact assessments	• Identify any actual negative impacts on people or environment in our supply chain • Protect human and labour rights of workers in our supply chain	• In-depth understanding of conditions of workforce and action plans to prevent and address impacts. • Remedy enabled where actual impacts have occurred
Consumers		
• Consumer insights research including both quantitative and qualitative methods such as surveys, in-home visits, shop-alongs and interviews • Consumer awareness campaigns	• Understand the needs and behaviours of the end consumer • Inform decision-making and finding new business opportunities	• Fact-based inspiration for customers through trends and reports, white papers, case articles, handbooks (see website for more)
Stakeholders in collection and recycling of food and beverage cartons		
• Front line employees managing existing and establishing new collaborations with collection and recycling value chain players • Provide technical expertise and support • Day-to-day collaboration with partners in the value chain to secure agreed results of the investments • Work with recyclers and producers to support business development	• Establish and grow collection and recycling capacity and volumes in the markets • Collaborate on collection, sorting and recycling solutions with different actors in the value chain, to further increase efficiency in operations and quality of the recycled material • Further boost high value end market and thereby increase demand for recycled material	• Growing recycling capacity around the world (while polyAl capacity in Europe is one good example, we are not that specific in any of the other examples on the page) • Exploring new collection channels through sorting investments • New products launched made from recycled beverage cartons

Key engagement channels	Purpose of engagement	Examples of outcomes of engagements
Workers in collection and recycling of food and beverage cartons		
• With local NGOs, engage with workers through interviews & impact assessments • National waste picker associations • Fair Circularity Initiative and The Circulate Initiative's Responsible Sourcing Initiative • Collaborative projects with customers (food and beverage companies)	• Gain insights into the conditions and priorities of these workers within specific contexts • Understand how we can adapt our strategy for increasing the collection rates of food and beverage cartons in a way that increases incomes and other outcomes for these workers.	• Collaboration with national waste picker alliance in multi-stakeholder initiative to understand the conditions faced by informal waste collection workers, such as our collaborative project in India with PepsiCo, The Circulate Initiative and the Indian Alliance of Waste-Pickers.
Governments, policymakers and regulators		
• Direct dialogue with policymakers • Public consultation forums • White papers • Participation in policy events such as the 2025 United Nations Climate Change Conference in Brazil (more commonly known as COP30)	• Discuss climate, nature and circular economy-related topics as part of our sustainability ambitions • Promote food systems transformation, in particular recognising the role of the 'hidden middle' in delivering food security and climate resilience	• Engagement on the role of the hidden middle and on the role of food packaging in reducing food loss and waste, and contributing to food security • Continually innovate and develop packaging with increased renewable content and reduced carbon footprint
Civil society organisations and NGOs		
• Partnerships and collaborations with global and local civil society organisations and NGOs to engage at the forefront of sustainability • Engaging with affected stakeholders along our value chain through global and local NGOs and other civil society organisations	• Advance the sustainability agenda • Understand views and address concerns of value chain workers' representatives and affected stakeholders and local communities, for example by using civil society organisations as credible proxies for affected stakeholders	• Country-specific action plans with local NGOs to improve the living and working conditions of informal waste collection workers

Key engagement channels	Purpose of engagement	Examples of outcomes of engagements
Associations		
• Membership and active leading roles in trade, industry, business and sustainability associations, and multi-stakeholder initiatives	• Government and policy maker engagement • Develop industry standards and guidance on sustainability	• Contributed to World Business Council for Sustainable Development publications on food and nutrition security, avoided emissions and policies for protein-diverse food systems, as well as publications addressing dairy sustainability (International Dairy Federation), circular design for food (Ellen MacArther Foundation) and SME financing (Food Systems for the Future Institute)
Academia and experts		
• Sustainability Advisory Panel • Collaborations with universities, innovation platforms, think-tanks, workshops, presentations and knowledge sharing	• Bring outside perspective and latest research into our sustainability agenda • Inform our engagement and sustainability work to ensure we have a science-based approach that is recognised globally	• Recommendations from the Sustainability Advisory Panel to our management • Framework agreements with Lund University, Politecnico di Milano, the University of Modena and Reggio Emilia, and the Research Institutes of Sweden, accelerating collaboration centred on innovation.
Communities in our value chain		
• Engaging with raw-materials suppliers on their stakeholder engagement • Human rights impact assessments • Engagement with credible proxies for communities via multi-stakeholder initiatives	• Identify any actual negative impacts on people or environment in our supply chain • Protect human and labour rights of communities in our value chain	• Strengthening multi-stakeholder initiatives grievance mechanisms

Governance

The Tetra Pak Executive Leadership Team (ELT) is the decision-making body of Tetra Pak, operating within the scope of the Tetra Pak Charter of Responsibility. The ELT is responsible for leading, developing and managing the Tetra Pak Group.



Our Corporate Governance Framework

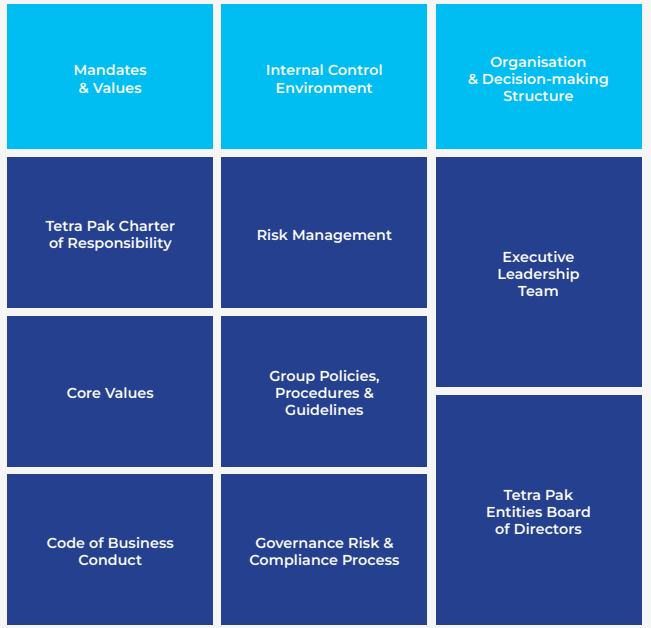
The Tetra Laval Group Board has the overall responsibility for strategy of the Tetra Laval Group, and for controlling and supervising its business operations. The Board appoints our President & CEO and approves and monitors the overall Corporate Governance Framework. The Tetra Laval Group Board has four regular meetings each year and when required, additional meetings are held. Sustainability reporting and ESG topics are regular parts of the Tetra Laval Group Board's agenda and are integrated into strategy development, risk reviews and as stand-alone topics.

Read more in the Tetra Laval Group Annual Report 2025

Tetra Pak's Corporate Governance Framework encompasses the behaviours, activities and responsibilities that provide a foundation for our strategy development, approach to leadership and decision-making, as well as how we operate and act. Our President & CEO is responsible for the overall Corporate Governance Framework and the implementation and enforcement of both our policies and procedures and those of the Tetra Laval Group.

The framework also describes our decision-making structure: the Executive Leadership Team (ELT) takes top-level decisions for the company, or delegates responsibility to identified and relevant people within Tetra Pak. Each legal entity also has a Board of Directors that is responsible for oversight of that legal entity's activities and operations.

The framework includes our enterprise risk management approach, where corporate risks, together with the policies and procedures to mitigate these risks, are each owned by a member of the ELT. The Governance, Risk and Compliance process is embedded across the organisation's operations to enable effective risk mitigation. The Tetra Laval Group ESG Reporting Policy and Procedure provides the framework to manage appropriate ESG reporting across industry groups.



Sustainability governance

Sustainability is a strategic pillar under our Strategy 2030 and as such governed by the corporate strategy process, demonstrating the central role of sustainability within our business. Sustainability governance is embedded in our policies and procedures, and those of the Tetra Laval Group.

Our Executive Vice President for Sustainability & Communications (EVP S&C) role is equivalent to that of a Chief Sustainability Officer (CSO). The EVP S&C plays a pivotal role in driving the company's sustainability agenda, reporting directly to the President & CEO. Responsibilities include recommending sustainability strategies and targets to the Executive Leadership Team of Tetra Pak, leading implementation and following up on execution across the organisation and ensuring alignment with corporate governance structures. The EVP S&C also oversees external policy engagement and directs the Corporate Affairs team to ensure consistency with sustainability objectives.

Our Business Resilience and Risk Mitigation Procedure details the processes for identifying, assessing and managing risks related to sustainability and business operations. It assigns specific responsibilities to individuals and teams for implementing risk management strategies and ensures that risks related to sustainability are integrated into broader business continuity planning. In addition, the Group Environmental Policy covers a wide variety of environmental aspects such as climate, water, energy, nature and pollution and is also overseen by the EVP S&C. Read more about how we ensure ethical business conduct through appropriate policies, procedures and training in the Business conduct chapter of this report.

Assessing the resilience of our business model

In 2025 we conducted a targeted stakeholder engagement process to assess the resilience of our current business model and strategic direction considering biodiversity and ecosystem-related physical and transition risks. The process was structured around a series of interactive workshops that were developed using three nature-climate scenarios. The workshops were designed to explore the potential impacts of unmitigated risks and emerging opportunities across various parts of Tetra Pak's value chain and how Tetra Pak's business model and strategy responds to it.

Leading the sustainability transformation

Leading the sustainability transformation is one of the pillars of our Strategy 2030. Our sustainability agenda, including ambitions, targets, and commitments, is led by the Sustainability Leadership Team (SLT), headed by the Executive Vice President of Sustainability & Communications (EVP S&C).

We have set clear objectives for each of the five areas of our sustainability agenda, integrating sustainability across our packaging, processing and services businesses as well as relevant corporate functions and markets.

These ambitions and commitments are actioned by Tetra Pak business units. Targets, investments, and roadmaps have been anchored in our units' three-year and one-year plans, including those of market companies. The achievement of the targets is supported by key initiatives, such as Join Us in Protecting the Planet (JUIPP), and strategic programmes.

The Sustainability Leadership Team meets regularly to steer the sustainability agenda, review sustainability performance, policies, and related impacts, risks, and opportunities.

Through this governance structure, sustainability is systematically integrated across the organisation, allowing for clear accountability and effective execution.

Incentivising sustainability performance

The Balanced Scorecard (BSC) is our primary method for measuring overall company performance, with 10% of its metrics dedicated to key sustainability actions, including recycling and climate goals. It has proved a highly effective tool in driving the implementation of our strategy, ensuring that activities taking place across the company are appropriately prioritised and that progress towards our goals is continually tracked.

The BSC results impact the short-term incentive plan payouts of all employees eligible to participate in the variable pay plan. For certain individuals working more closely on sustainability topics, specific sustainability metrics included in their objectives also affect the development of their base salary over time.

In 2025, one of the three individual objectives for the President & CEO focused on the development and acceleration of the deployment of next-generation sustainable packaging solutions. Details of Tetra Laval Group's Remuneration Policy can be found in the Appendix to this report.

Investing in sustainability progress

We continuously invest in sustainability across the value chain and in our own portfolio deployment and development. In 2025, we invested approximately €100 million in research, development, and industrialisation to address packaging sustainability.

Over the next five to ten years, we will continue to invest up to the same amount annually, focusing on simplifying the material structure, enhancing the use of renewable materials, increasing the use of recycled materials, minimising waste and making sure the package of the future is designed for recycling – without compromising on food safety.

Driving smarter sustainability in customer operations

Sustainability in Customer Operations, one of our strategic programmes, has been aspiring to secure the portfolio and capabilities that will enable the achievement of our 2030 sustainability ambitions, significantly reducing emissions, waste and water impact in customer operations.

To achieve these goals, the programme has focused on strengthening the portfolio of Processing Solutions & Equipment (PSE) and Services. This focus reflects the fact that the majority of our greenhouse gas emissions - and the second-largest share of our water use - originate from customer operations. All equipment sold represents 46% of our total footprint, and within downstream equipment, processing equipment accounts for around 95% of emissions and 99% of water use. Services, meanwhile, play a crucial role by providing essential after-sales support. Throughout the programme, we have worked to enhance the PSE and Services portfolio by ensuring measurable sustainability impact, increasing customer awareness and engagement and building a continuous pipeline of innovative, more sustainable products and solutions.

Driving sales through sustainability requires more than offering the right solutions. The programme has therefore also focused on building capabilities, including the competence to drive sales increase through sustainability, effective systems and processes, leveraging the relevant data and aligning sustainability with Total Cost of Ownership (TCO). For example, a new proprietary AI tool combines internal portfolio data and customer installations with external data, such as utility prices, water stress and local subsidies, to identify and tailor the most suitable Processing and Services solutions for each customer facility, helping to drive growth through sustainability.

By embedding sustainability more deeply into our daily operations and roles, we are enabling our teams to read markets, customers and business context more effectively. This positions us to identify opportunities for customers to reduce both sustainability impact and total cost of ownership.

€100 million

Invested in 2025 to accelerate research, development and industrialisation focused on sustainability

Case Study

Supporting customer Yili's evolving needs

We've worked with leading Chinese dairy manufacturer, Yili, for almost three decades. At every step of our journey together, we have focused on delivering value while also creating efficiencies and in turn reducing their carbon footprint. In the early years of our engagement, this meant ensuring stable production through quality assurance measures and targeted improvement pilots. As the business rapidly grew, our focus shifted towards Total Productive Maintenance (TPM), a holistic approach to maintenance that aims to maximize equipment effectiveness with the goal of achieving zero breakdowns, accidents and defects. This led to a Yili plant becoming the first dairy enterprise in China to win the TPM World Class Award.

As Yili's machines age further, we continue to prioritise operational excellence and reducing TCO. Our automation and digital solutions will play an increasingly crucial role in this in years to come, driving both resource and cost efficiencies at Yili's dairies. As China accelerates its green transition, aiming to peak emissions before 2030 and already accounting for over 40% of the world's renewable energy,[15] we look forward to continuing to support Yili as their needs evolve.

Sustainability disclosure practice

We are continuing to strengthen our sustainability disclosures in anticipation of the EU Corporate Sustainability Reporting Directive (CSRD) and associated European Sustainability Reporting Standards (ESRS), and other emerging regulatory requirements. This work is driven by a cross-functional business transformation programme and governance, led by our Finance team and comprising representatives from Sustainability & Communications, Human Resources, Governance, Strategy, Risk Management, Supplier Management, and Global Information Management. As in 2024, we have continued to map our impacts, risks and opportunities with reference to ESRS disclosure requirements (DRs).

To move us forward on our journey to creating a more CSRD-aligned report, in 2025 we have taken steps to:

- Strengthen our sustainability disclosures practice by improving our DMA process and illustrating how DRs are related to our material issues map to our value chain
  - DMA Process
  - Value Chain
- Increase transparency by indicating relevant DRs by focus area at the start of each report chapter
- Further develop our disclosures on sustainability governance[16] to significantly expand and enhance this section of the report.

Our Sustainability Advisory Panel

Formed in 2020, our Sustainability Advisory Panel provides independent strategic insight, guidance and assistance focused on sustainability and innovations in pursuit of our purpose. Its members are all independent experts with experience across a broad range of sectors, ranging from academia to civil society organisations.

The Advisory Panel exists firstly to inform and guide the company at a strategic level to meet stakeholder expectations and ensure that Tetra Pak is positioned to respond effectively to external changes in its operating environment. The Panel also has a more technical role in supporting functional sustainability leaders in addressing the execution of our sustainability agenda.

In 2025, the Panel focused on key drivers of sustainable business, including sustainable finance for dairy development and circular initiatives, overcoming barriers to food system transformation and delivering on our climate ambition. Recommendations to the business included a focus on scalability to prioritise the most impactful solutions on both a local and global level, as well as continued advocacy and food systems coalition building efforts across the value chain.

"Sustainability is not only a licence to operate - it's also a license to grow. What truly matters is understanding how a sustainability strategy aligns with the evolving needs of customers. Many organisations are working towards their own 2030 targets, so a credible sustainability agenda must support improved opportunities, greater resilience and a thoughtful review of costs."

Rob Cameron,

Sustainability Advisory Panel Chair & Former Head of ESG Engagement at Nestlé

Partnerships and recognition

We collaborate with organisations worldwide to advance food systems transformation and decarbonisation. Through partnerships across industry, academia and civil society, we drive innovation, knowledge sharing and evidence-based solutions. A selection of these partnerships are listed in the visual, and the full list can be viewed on our website.

United Nations Global Compact

Signatories to the UNGC since 2004, committed to upholding the Ten Principles on human rights, labour, environment and anti-corruption across our value chain.

Platinum medal (in the **top 1%** of companies assessed in the same period).

SEAL Environmental Initiatives Award for our Nature Approach Framework.

Recognised as a **Gold Member** of RE100, supporting the global transition to renewable electricity through responsible sourcing practices.

Recognised by CDP with a **B score for Climate Change**, **A- for Forests and Water**, and **A-list supplier engagement** for two consecutive years.

Named one of the Financial Times Europe's Best Employers 2025, ranking in the top 10 in our sector.

Recognised in the Financial Times Diversity Leaders 2026 ranking.

Named the inaugural **ASG Servitization Innovation Leader** of the Year for advancing outcome-based service models in the food and beverage sector.

Won the Fi Europe Food Manufacturing Innovation Award for the **Tetra Pak® Air Jet Cleaning System** for Powder.

Expanded the use of Sedex Members Ethical Trade Audit (SMETA) audits to **strengthen responsible sourcing** across production sites and direct suppliers.

	Food Systems	Circularity	Social	Climate	Nature	Other
World Business Council for Sustainable Development (WBCSD)	●		●		●	
Global Dairy Platform (GDP)	●					
EIT Food	●					
World Resources Institute Corporate Consultative Group (WRI CCG)	●			●		
United Nations Industrial Development Organization	●					
Consumer Goods Forum		●				
Ellen MacArthur Foundation (EMF)		●				
AIM-Progress			●			
Fair Circularity Initiative		●	●			
The Circulate Initiative		●	●			
Business Sweden				●		●
Alliance for Water Stewardship (AWS)					●	
Business at OECD (BIAC)						●
Business Europe						●
UN Global Compact (UNGC)						●

Spotlight story

Enhancing efficiency in food and beverage manufacturing with Tetra Pak® Factory OS™

Across the food and beverage industry, producers are working hard to balance efficiency, quality and sustainability. At the same time, many factories operate with fragmented systems, siloed data and limited visibility across lines, making it difficult to identify where efficiency and sustainability gains are possible. Specifically, we see great potential in the "hidden middle" – a vital stage of the value chain, spanning food processing, packaging and storage through to transportation and distribution, but one where often operational inefficiencies can be found. By applying advanced technologies, we can help customers better understand and mitigate energy, water and material losses in their operations, thereby supporting their own sustainability goals while helping to build food systems that are more sustainable, resilient and equitable for the future.

In 2025, we unveiled one of our most significant investments to date in the critical infrastructure that contributes to food and beverage production. Tetra Pak® Factory OS™ – our next-generation automation and digital ecosystem – combines modular, scalable smart technologies with deep industry and equipment expertise. By enabling actionable insights and seamless integration, it helps producers to lower total cost of ownership, improve productivity, maintain consistent product quality and support more resource-efficient manufacturing.

With Tetra Pak® Factory OS™, information from multiple assets and lines in a factory can be brought together into a single view, helping operators and managers track key indicators such as energy and water use, product losses, unplanned downtime and overall equipment effectiveness. This increased visibility enables earlier detection of deviations and inefficiencies. The platform can support progress reporting on key performance indicators relevant to climate, resource use and waste reduction. Ultimately, by helping customers do more with fewer resources, they contribute to the ambition of reducing the environmental impact of food production while keeping food safe and available.

Read more

His Highness Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum, a member of the ruling family of the Emirate of Dubai (right) and Adolfo Orive (left), Tetra Pak President & CEO

"Food and beverage producers are under pressure to deliver more with fewer resources – less water, less energy, less waste – all while maintaining quality and reducing costs. By combining contextualised data - the foundation of effective AI adoption - with high-performing equipment automation, Tetra Pak® Factory OS™ gives food and beverage producers the confidence to act decisively in an increasingly volatile market."

Sean Sims,
Vice President
Automation & Solutions

Food systems

Why it matters

Food systems are at the heart of our sustainability agenda. A transformation of how food is sourced, grown, processed and packaged is essential to sustainably feed a growing global population and improve health, education and economic outcomes, while reducing the associated environmental impact at every step.

Our ambition

Work together with stakeholders to continuously improve food security and reduce food loss and waste, while enhancing livelihoods and increasing access to food.

Tetra Pak specific material topics covered

Food access
Food production
Food loss and waste
Consumer health & safety
(please note this maps to ESRS S4. Consumer and end user)

SDGs

Transformation of food systems and global influences in 2025

2.3 billion people are currently struggling to access enough safe food[1], and with the global population growing, a 60% rise in food demand is expected by 2050.[2] At the same time, food systems are responsible for around 30% of global GHG emissions[3] so there is a tension between the demand for increased food production and the environmental impact associated with this. Even with a complete transition away from fossil fuels, food systems could still push temperatures beyond 1.5°C.[4]

As climate change exacerbates extreme weather events and geopolitical tensions continue to rise, food security and the resilience of food systems have become key considerations in preparedness strategies. For example, the EU Stockpiling Strategy[5] focuses on securing access to essential goods including agri-foods in the event of critical situations, and national preparedness was a key focus of the United Nations Food Systems Summit Stocktake (UNFSS+4) in July. All over the world, countries are recognising food systems as critical infrastructure, understanding that food security can stabilise communities, encourage sustainable economic growth and improve lives.[6]

Food systems are complex and the challenges are intersectional. Siloed solutions won't meet climate goals or end food insecurity.[7] To make the change needed, nothing less than a systems approach will do. There's a critical need for solutions that will lower energy use, cut emissions and improve efficiency across the value chain – without compromising on food safety, access or affordability.

Innovation and investment will be needed to ensure resilient and secure food systems for current and future generations. Technology is central to food systems transformation, as discussed at COP30 where "Transforming Agriculture and Food Systems" was one of six thematic axes.[8] The Food and Agriculture Organisation of the United Nations (FAO) identified finance as the single biggest challenge to this, with only 4% of climate-related development finance[9] currently assigned to agrifood systems despite its significant impact.

Tetra Pak's role and approach

Tetra Pak is a world-leading food processing and packaging solutions company. We are part of the essential, critical infrastructure that supports resilient food systems.

Our approach to food systems is centred on our Tetra Pak specific material topics: food access, food production, food loss and waste and consumer health and safety. The work we do, the targets we have set, and the projects we pursue all aim to address these issues and their interconnections.

We are a trusted partner for stakeholders across our value chain, working collectively to shape a more sustainable, secure, equitable and resilient global food system for generations to come. Much of this collaboration focuses on the midstream of food value chains, where we create impact through innovative solutions for food processing and packaging. This includes, for example, our aseptic cartons, which expand access and reduce waste by protecting perishable food for months without refrigeration, while offering a lower climate-impact compared to single-use packaging made primarily from fossil fuel-based materials as verified by life cycle assessments available on our website.

Food Systems transformation requires collaboration and collective action. At the COP30 UN Climate Conference, held in November 2025 in Brazil, we signed a Memorandum of Understanding (MoU) to build on our longstanding partnership with UNIDO. This MoU will enable us to scale innovation that helps decarbonise food systems and reduces post-harvest losses.
Read more about this work here.

To support the systems-level transformation needed, we've developed four separate but interconnected Food Systems pathways and anchored each with a specific focus and roadmap, as well as measurable targets.

Enable the transition to more sustainable dairy

Innovate for new food sources

Reduce food loss and waste

Scale access to safe nutrition through sustainable food packaging

"At COP30, we were proud to announce the MoU with Tetra Pak, deepening a partnership already grounded in concrete cooperation. Together, we are advancing and scaling impact across industrial decarbonisation, sustainable food systems, skills development and the hidden middle, a critical space where coordinated action can drive meaningful progress on climate change and food security."

Ali Badarneh
Food Security and Food Systems Unit Chief, UNIDO

Progress against our targets and commitments

Tetra Pak's material topics	Targets	Value chain location	2025 progress summary
Food access	Increase global access to safe foods through our ambient packaging solutions by 2 billion litres by 2030 (Baseline 2022)	Downstream	• The data tracking process of sales related to ambient sustainable packing (see page here for our definition of sustainable packaging) for safe nutritious foods is in progress. School feeding programmes are one of the contributors for which the tracking is enabled. • 68 million children in 52 countries received milk or other nutritious beverages in our packages in school feeding programmes • +3 School Milk Programmes highlighted: Pakistan, Morocco and Yemen
Food production	Reach 100,000 smallholder farmers in our Dairy Hub customer projects by 2030 (Baseline 2011)	Upstream	• +4 new Dairy Hub projects introduced in 2025 (making a total of 33 Dairy Hub projects since implementation in 2011) • 89,800 farmers, of which 89,200 (99%) are smallholders, involved in Dairy Hub projects since 2011
	Reduce GHG emissions in our dairy ambient processing equipment by 50% by 2030 (Baseline 2019)	Downstream	• 35% GHG emission reduction of dairy ambient processing lines since 2019 baseline (on track to meet targets of a 50% reduction by 2030)
	Triple sales of plant-based and new food processing equipment and technologies by 2030 (Baseline 2023)	Downstream	• Over 30% increase in sales of plant-based and new food processing equipment and technologies compared to 2023
Food loss and waste	Achieve a 50% reduction of product loss in best-practice processing lines by 2030 (Baseline 2019)	Downstream	• 23% reduction of product losses in best-practice processing lines compared to our 2019 baseline.

Please see our Sustainability performance data pages for more detail on methodology and calculations.

PATHWAY 1:

Enabling the transition to more sustainable dairy

The dairy sector is a critical part of global food systems. As well as providing food for a growing population, it also supports jobs and livelihoods around the world. But in doing so, it uses considerable amounts of natural resources and is estimated to be responsible for 2.7% of GHG emissions globally.[10]

With this tension in mind, our approach to Pathway 1 is built around two key aims. It supports the transition towards sustainable dairy[11] practices where the aim is to reduce the environmental footprint associated with dairy processing, while also supporting smallholder farmers' productivity, profitability and livelihoods. This work also addresses two of our material topics, food production and food access.

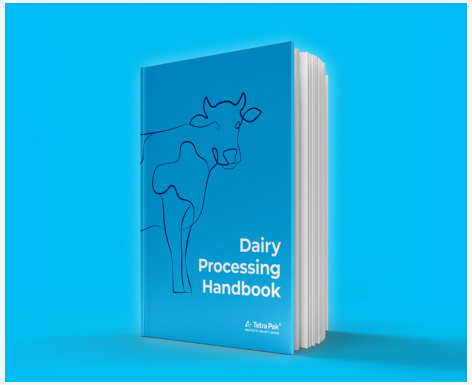
2.7%
of global GHG emissions come from the dairy sector

Case Study

Fresh insights in our Dairy Processing Handbook 2025

Updated for 2025, the new version of our Dairy Processing Handbook captures over 70 years of dairy expertise in a single volume. Packed with facts and insights into dairy processing, from primary production of milk to dairy effluents, this comprehensive reference provides professionals and students with essential information on pasteurization, homogenization, UHT treatment and more, and includes a new chapter specifically focused on sustainability in dairy processing.

Buy a physical copy or read it online for free here



Case Study

Decarbonising dairy processing equipment

We're continuously working to develop innovative technologies and solutions that drive down the climate impacts of dairy processing. Our goal is to reduce GHG emissions in our dairy ambient processing equipment by 50% by 2030 (baseline 2019) and in 2025 we reduced these emissions by 35% compared to 2019. Read more about the methodology for this and other calculations in our Sustainability performance data section. We have led the Pathways to Dairy Net Zero[12] climate initiative for almost three years and are leading its Global Dairy Processing Taskforce. Working with customers and the broader dairy value chain, we are exploring innovative ways to further reduce GHG emissions in dairy processing.

For example, the OneStep technology line we have agreed to install for Egypt's largest milk producer, Juhayna, will not only be the highest capacity line of its kind globally but will also reduce environmental impact significantly compared to a traditional Indirect UHT milk line. It will also reduce water consumption and carbon emissions by approximately 30%. This resource efficiency is enabled by the integration of multiple processing steps into a single continuous process, which streamlines production and cuts costs by up to 40% too.[13]

Providing this 'double win' of reducing costs while furthering sustainability goals is increasingly important to our customers. This has driven projects such as our work with Meiji Holdings in Japan and Select Milk, a cooperative of 99 dairies in Texas, US. In both cases, we helped transition from traditional evaporators to reverse osmosis technology, which operates on electricity rather than natural gas, significantly cutting CO_2 emissions and energy use.

Despite the long-term benefits, the adoption of our state-of-the-art solutions can be a hurdle for smaller enterprises who lack the financial capacity to invest up front. We understand this challenge and work with customers to overcome initial cost barriers and accelerate their transition to more sustainable operations. In 2025, we partnered with Tirlán, Ireland's leading 100% farmer-owned dairy and grain cooperative to implement an RO plant that qualified for financial support under Ireland's Energy Efficient Obligation Scheme (EEOS) growth. Read how Tirlán turned challenges into success.

60%

energy savings and 3,157 tonnes CO2 reduced[14] through low-energy, high-performance equipment installed for dairy and grain cooperative Tirlán.

As a result of these and other initiatives, 2025 GHG emissions from our dairy ambient processing lines were 35% lower than our 2019 baseline, even with an increase in the number of direct ambient lines, and we are on track to meet our target of a 50% reduction by 2030.

"Tetra Pak has been a key service and technology partner to our business. They continue to develop and provide efficient and sustainable processing solutions to the dairy manufacturing industry, which is critical for the long-term viability of the business. As companies, we are ready to go further on decarbonisation and sustainability, but these investments require strong support from state agencies and policy frameworks to accelerate adoption and make them viable."

John Finlay
Utilities Excellence & Sustainability Manager, Tirlán

Dairy Hubs

Since 2011, our Dairy Hub model has supported smallholder dairy farmers by linking them directly to dairy processors and providing hands-on training that helps them to increase milk production, quality and profitability while caring for animal welfare. There are benefits on all sides to this model. Our expertise and technical training services help increase the supply of locally produced quality milk, and the connection to formal markets helps increase profitability and improve farmers' livelihoods. In turn, this means a stable supply of locally produced quality milk is delivered for our customers. Ultimately, supplying milk to local producers also helps improve food access for local communities.

Read more about Dairy Hubs here

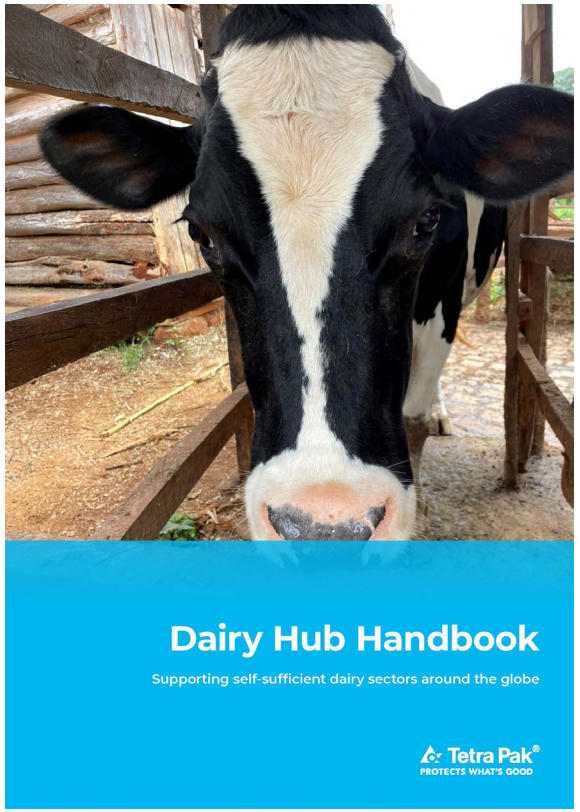
In 2025, we added four new Dairy Hub projects and there are now more than 89,800 farmers, of which over 89,200 (99%) are smallholders, collecting an average of 1,618,000 litres of milk daily on all farms. For active projects in 2025, there were 29,700 farmers, including 29,500 smallholders, that delivered milk to our customers. Read more about the impact of this on workers and communities in our supply chain here.

1,618,000

litres of milk daily collected on average on all farms through the Dairy Hub projects

We also launched our new Dairy Hub Handbook which offers a deep understanding of why Dairy Hub projects are needed, the challenges they address, and the benefits they offer to individuals, communities and society as a whole. By doing so, we hope to demonstrate the potential of the Dairy Hub model to offer a practical solution for some of the most important challenges of our time.

Read the handbook online here



Case Study

Providing reliable livelihoods and sources of milk in India

Agriculture is an important part of the economy of India's Punjab State, with milk being the main product of the livestock sector. Punjab has a fifty plus year history of milk cooperatives at the village level and claims the highest per capita milk availability of any state in India. Despite this, most milk is still handled informally and supplied unprocessed to consumers and businesses. Surplus and deficit cycles throughout the year also result in milk scarcity during deficit seasons, while demand remains constant all year.

Tetra Pak India and Tetra Pak Food for Development have teamed with our customer Verka Dairy to establish Dairy Hubs in Punjab State. The project will increase the overall volume of milk sourced from smallholder farms by Verka, which will in turn make those farms more profitable. The Dairy Hub project in Punjab will start with two milk collection centres and 25 reference farms in Mohali to showcase improvements in milk quality and milk production, respectively, with plans to expand to 650 farms over the project's 28-month duration. After this project completes, the intention is not only for the Dairy Hub to continue to operate but for the knowledge gained in the process to be shared throughout India's dairy industry.

Spotlight story

Partnering with UNIDO to support fair and sustainable supply chains and unlock the “hidden middle”*

2025 has shown the importance of partnering for progress when it comes to sustainability. The theme of COP30 reflected this, with “Mutirão”, a Brazilian term for collective effort or collaboration, being embraced as the driving force for the summit. COP30 also marked the start of a new chapter in our longstanding partnership with the United Nations Industrial Development Organization (UNIDO) as we signed a new Memorandum of Understanding (MoU) that will strengthen our joint commitment to building safe, resilient and sustainable food systems.

UNIDO is a specialised agency that assists countries in economic and industrial development. With a focus on supporting fair and sustainable global and regional supply chains, there is a natural alignment with our own priorities. Our partnership began over a decade ago with a joint dairy development project in Bangladesh and since then UNIDO has been an invaluable implementation partner on Dairy Hub projects across the world as well as a powerful voice in support of the “hidden middle” of food value chains, which consists of vital steps such as processing, logistics, storage and packaging.

*The term “Hidden middle” refers to the steps in agrifood value chains between farm and table – such as food processing, packaging, storage, transportation and distribution.

“Our longstanding collaboration with UNIDO has shown how shared purpose can deliver meaningful change. This MoU builds on that foundation with a framework that enables us to scale innovation that unlocks the hidden middle.”

Eija Hietavuo
Vice President Corporate Affairs

“By combining UNIDO’s expertise in inclusive industrial development with Tetra Pak’s innovation and global reach, we aim to strengthen food value chains – reducing loss and waste, cutting emissions and creating opportunities for SMEs.”

Gunther Berger
Managing Director of the Directorate for SDG Innovation and Economic Transformation

Spotlight story continued

Recent highlights of our partnership

Dairy development

Launched a new joint Public–Private Development Partnership (PPDP) project with UNIDO titled "Pathways to Profitable Dairy Farming", funded by the Swedish International Development Cooperation Agency (Sida) with the aim of expanding on the success of the Dairy Hub project in Kenya.

Advocacy

Joint leadership on the "Hidden Middle"[15] agenda, including roundtables at COP29 and COP30.

Supply chain decarbonisation

Began the planning of a decarbonisation pilot with a dairy processor customer in Kenya under UNIDO's Energy, Efficiency for Sustainable Livelihoods (EELA) programme.

School feeding

Scaled up school feeding programmes in Yemen to reach more children with UNIDO as our implementation partner. Learn more about our school feeding programmes under Pathway 4.

Innovation

Scoped ways of working to support the scaling-up of start-ups that focus on resource efficiency and reducing food waste[16] across the value chain.

"Our farmers have really embraced this project. As a cooperative, we're seeing increased milk production and happy farmers at the end of the month when they see the money in their pockets. Tetra Pak, we really appreciate your support."

Stephen Mitsiko,
Manager, Dairy Extension Services,
Githunguri Dairy Cooperative Farmers Society

PATHWAY 2:

Innovating for new food sources

Diversifying diets and scaling the production of alternative proteins are crucial levers for feeding a growing population while decarbonising food systems. We collaborate with stakeholders from public, private and academic sectors to innovate new food sources, using our expertise in food processing and packaging to take lab-scale products and industrialise production for customers. Our approach to Pathway 2 addresses food production, one of the Tetra Pak own material topics identified in our DMA.

Learn more about our Product Development, Technology Development and Customer Innovation Centres under Pathway 4

While growth in upcycled, bio-based proteins has stabilised, the search for new food sources continues to shape the industry. In 2025, we supported customers in pioneering alternatives to traditional dairy, introducing products that leverage novel ingredients and processes. In Japan, Asahi Group launched the country's first yeast-derived milk alternative, and in Morocco, COPAG introduced Jaouda, the first locally produced plant-based beverage range in our cartons. We also expanded our portfolio of innovative ingredients to include sunflower protein, an upcycled, bio-based protein ingredient with a simple mechanical production process that removes the need for energy intensive wetting, heating and drying processes.[17] These innovations highlight how food systems are evolving to offer more diverse and sustainable options for consumers worldwide. In 2025 we continued to increase the sales of plant-based and new food processing equipment and technologies by 30% compared to 2023.

We understand that industrial production of alternative proteins can pose efficiency and profitability challenges for our customers. In 2025, we acquired Bioreactors.net, a Latvia-based company with close to three decades of experience in delivering cutting-edge biomass and precision fermentation solutions for New Food. This strategic acquisition will enable us to accelerate the development of next-generation bioreactors and empower both emerging innovators and established producers to scale sustainably.

Case Study

Accelerating solutions for New Food

STANDING OVATION

We are partnering with companies like Standing Ovation, a French biotechnology pioneer specialised in the production of animal-free dairy proteins. Our expertise in engineering and food processing will help optimise and scale their operations and accelerate their ability to offer the food industry sustainable, high-performance and scalable solutions.

Read more

Biotech Heights

Our Biotech Heights hub in Lund, Sweden, launched in collaboration with Lund University, serves as a collaborative platform where stakeholders from industry, academia, and society can come together to drive the development of future solutions in food and material production. Our involvement in Biotech Heights will keep us at the forefront of research in areas that will influence how we produce, refine and package food in the future. As of 2025, Biotech Heights is now open to new members and is welcoming startups, businesses and researchers to join its network and collaborate on various innovation and research projects.

Read more

Swan Neck Bio™

Our new collaboration with this Denmark-based biotechnology company will help us simplify and expand scaling opportunities for companies developing biomass or precision fermentation-derived food products. The collaboration enhances our offering by giving producers the option of seed as an ingredient as well as access to Swan Neck Bio's DIRINOC™ technology. DIRINOC is a storable, concentrated, viable and quality-certified starter culture that lowers the risk of contamination and yield variance, reducing waste and increasing profitability at the same time.

Read more

PATHWAY 3:

Reducing food waste and loss

In a world where nearly 1 in 3 people face some level of food insecurity, up to 40% of all food produced globally is wasted.[18] This means that an amount of land larger than China is used every year to produce food that no one will eat.[19] Resources used to produce this food are wasted, and the associated GHG emissions are avoidable. Our contribution to reducing food waste is twofold. Our advanced food processing technologies help to reduce food loss and waste during production and our aseptic packages keep food safer for longer without refrigeration. Our approach to Pathway 3 addresses food loss and waste, one of the Tetra Pak specific material topics identified in our DMA.

In 2025, we mapped the progress of Best Practice Processing Lines (BPL) under all food categories against our 50% reduction target. We are currently at 23% of the food loss reduction compared to the 2019 baseline. We have also launched and expanded several partnerships to help tackle food waste and loss around the world. In Mexico, our regional Head of Corporate Affairs was proudly appointed President of the Food Pact, an alliance of companies and NGOs with the aim of reducing food loss and waste in the region by 50% over the next ten years. In the Netherlands, we became an official partner of Food Waste Week. This year's focus was expiration dates, and our Dutch colleagues shared their expertise on how the shelf life of fresh products can be extended through our aseptic processing and packaging solutions.

In addition to the targets set for the pathway in our own operations, we continue our journey to reduce overall food waste by 50% by 2030 compared with a 2021 baseline, as well as to further reduce food waste sent to landfill. We are also targeting the GHG emissions from our onsite food services. In 2022, we joined the Coolfood Pledge, a WRI initiative that supports organisations in serving tasty, climate-friendly meals to employees. Through this initiative, we have committed to reducing absolute (total) GHG emissions from food by 25% and relative (per plate) emissions by 38% by 2030.

Working closely with the Coolfood team, we have implemented a range of GHG reduction initiatives. These include redesigning menus, increasing the availability of plant-rich dishes and alternative proteins, providing staff training on preparing high-quality plant-rich meals, and promoting these options to employees. As a result, we are already making strong progress toward both our absolute and relative emission reduction targets, with several success stories to share. One example, featured by Coolfood as a case study, is our Aarhus restaurant in Denmark. By adapting traditional recipes, the site has achieved a 20% reduction in total food-related emissions.

"Food loss, waste and related emissions are key challenges in building more sustainable food systems. We value our collaboration with Tetra Pak, which since joining the Coolfood movement in 2022 has actively worked to integrate lower-emissions food options across its operations, sxupporting scope 3 reduction efforts and employee engagement in sustainability."

Jenny Arthur
Head of Coolfood, World Resources Institute

Case Study

Best practice line for oat and whole oat beverages

Oat beverages are the main contributor to the growth of plant-based beverages and our innovative solutions are helping customers to improve efficiency while reducing food loss and waste. Reflecting our focus on continuous innovation, we have now expanded from whole-soya technology into whole-oat. These beverage lines use 100% of oat grain compared to the usual 80%, delivering over 25% higher throughput from the same amount of raw material and significantly reducing the land required for oat cultivation. And with more fibre and protein, the same great taste and texture but less food waste, these oats tick all the boxes for conscious consumers too. Customers such as Oatly are also using our advanced automation solutions to help scale production efficiently and support growing global demand for plant-based beverages. In recognition of the innovation of this technology, our whole oat beverage line was selected as a finalist in the Future Foodtech category of the Fi Europe Innovation Awards 2025.

Read more about oat processing here

25%
more end product from using all the raw material[20]

110
fewer trucks[21] with no product waste to remove

Spotlight story

PATHWAY 3 SPOTLIGHT:

Tial and Tetra Pak's world-first juice innovation

The common approach to producing juice today is to blend all ingredients with water and then pasteurise the product to deactivate harmful microorganisms. But if only the concentrate is pasteurised, significantly less energy is needed to heat-treat it. In addition, when the product volume is significantly reduced, approximately half as much water is needed to clean the machine.

Brazilian fruit producer, Tial, is the first company in the world to take advantage of our new two-stream aseptic blending line solution. As well as improving energy and water efficiency,[22] the new line allows for a much higher accuracy than batch production and reduces previously inevitable overdosing by 60%. This significantly increases the amount product created from the same amount of ingredients. Finally, as the new line simply needs formulation of the concentrate, operators now only need to prepare one tank in the same amount of time that they would previously have prepared three or four. This reduces production stress and the risk of human error – an important "soft improvement factor" of the new solution. These benefits perfectly support Tial's goals of efficiency, sustainability and high-quality production.

Read more about this innovative solution here

-65%
Reduction of steam consumption during production

-50%
Cleaning water circulation volume (system volume)

190.000
Saved litres of concentrate per year

-92%
Product losses

"We saw an opportunity to expand our production capacity, reduce energy and water consumption, minimise waste and save on raw materials by producing even more efficiently."

Rafael Araújo
Chief Operations Officer, Tial

PATHWAY 4:

Scaling access to safe nutrition through sustainable food packaging

Food packaging is fundamental to increasing access to safe nutrition. We pioneered the use of aseptic technology, and our ambient packaging keeps perishable food safe for up to a year without refrigeration. This has been a fundamental enabler to participate in school feeding programmes since 1962, allowing the safe distribution of milk and other nutritious beverages in our packaging to children around the world, even in remote communities where there is little access to refrigeration. Our approach to Pathway 4 addresses one of our Tetra Pak specific material topics, food access.

The role of the sustainable package

Our packaging plays a role in maintaining a steady supply of food by protecting products and extending shelf life. We define 'sustainable food packaging' as packaging solutions designed to minimise environmental impact through the use of renewable or recycled materials, recyclability considerations and efforts to reduce greenhouse gas emissions across manufacturing, transport and end-of-life. Read more about how we work to minimise the environmental impact of packaging and reduce the associated greenhouse gas emissions in the Circularity and Climate chapters of this report.

Circularity chapter

Climate chapter

Case Study

Food supplements and nutrition

More than half of consumers say that they are conscious about their well-being and actively seek products with health and nutrition benefits.[23] Our Food Supplement and Nutrition category teams help customers to meet this demand with tailored support from first idea to market-ready product.

For example, we've been collaborating with the California-based food supplement and nutrition specialists, Kate Farms, for many years. Inspired by the founders' daughter, Kate, who was born with a health condition that meant she couldn't be fed orally, this purpose-driven company is dedicated to providing nutritious products for children and adults with special dietary needs. When it comes to packaging, our aseptic cartons provide the necessary levels of product integrity and commercial sterility that are required for this type of product. The Kate Farms team selected the Tetra Prisma Aseptic (250 ml and 330 ml) package with DreamCap – a great package for on-the-go consumption that protects its contents even when stored in ambient conditions. We've also worked together over the years to test new product formulations and share innovative community-based marketing ideas.

Read more about food supplement and nutrition here

School feeding programmes around the world

We collaborate with customers, governments, stakeholders and Non-Governmental Organisations to develop school feeding programmes that improve access to safe food for children all over the world. These programmes have a major impact on children's physical health, development and learning outcomes.[24] In 2025, 68 million children in 52 countries received milk or other nutritious beverages in Tetra Pak packages during the school year.

Each school feeding programme is different. Combining our expertise in food safety and quality with the knowledge of local stakeholders, we provide guidance along the entire food value chain – from sharing best practices in programmes around the world to developing and launching fortified nutritious beverages for the programmes. To the right are some highlights from our programmes around the world in 2025.

Read more about our school feeding programmes here

Morocco

Child malnutrition is a significant concern in Morocco, where the stunting rate among children under five is 14.2% and wasting affects 2.3%, signalling chronic and acute undernutrition, respectively.[25] In 2025, the school milk programme led and funded by Tetra Pak customer Moroccan agricultural dairy cooperative COPAG in the Maghreb region brought nutritious milk to roughly 4,000 children across 41 schools every day. This programme holds particular significance as it focuses on schools in regions affected by the devastating earthquake of 2023. By prioritising these vulnerable areas, the programme offers more than nourishment – it delivers hope and tangible support to communities rebuilding their lives.

Pakistan

Malnutrition among children in Pakistan remains a critical public health challenge, exacerbated by socio-economic disparities. With our support, Tetra Pak customer Fauji Foods launched the Sustainable School Nutrition Programme, which aims to reach 42,000 students across 118 schools in 102 towns. By ensuring access to nutrient-rich milk, the initiative is actively working to combat nutritional deficiencies and support healthier childhoods across Pakistan. Regular health assessments, including height, weight and serum levels will be conducted to track impact, and key health metrics will also be evaluated.

Yemen

Across Yemen, 45% of children are experiencing irreversible stunted growth. Yemen's Ministry of Education (MoE) established an emergency school feeding programme, but poor infrastructure and logistics made access to safe nutrition challenging. To address these issues, HSA Group and its subsidiary NADFOOD collaborated with us to launch a school milk programme and successfully distributed fortified UHT milk to 17,000 students. The International Food Policy Research Institute (IFPRI), part of global research partnership CGIAR, conducted a rigorous impact evaluation (RCT) of the initiative with 99% of children participating in the pilot. Results showed a 17% improvement in cognition scores, a 47% improvement in test scores for literacy and maths, better household food security and better mental health among both children and caregivers.

Spotlight story

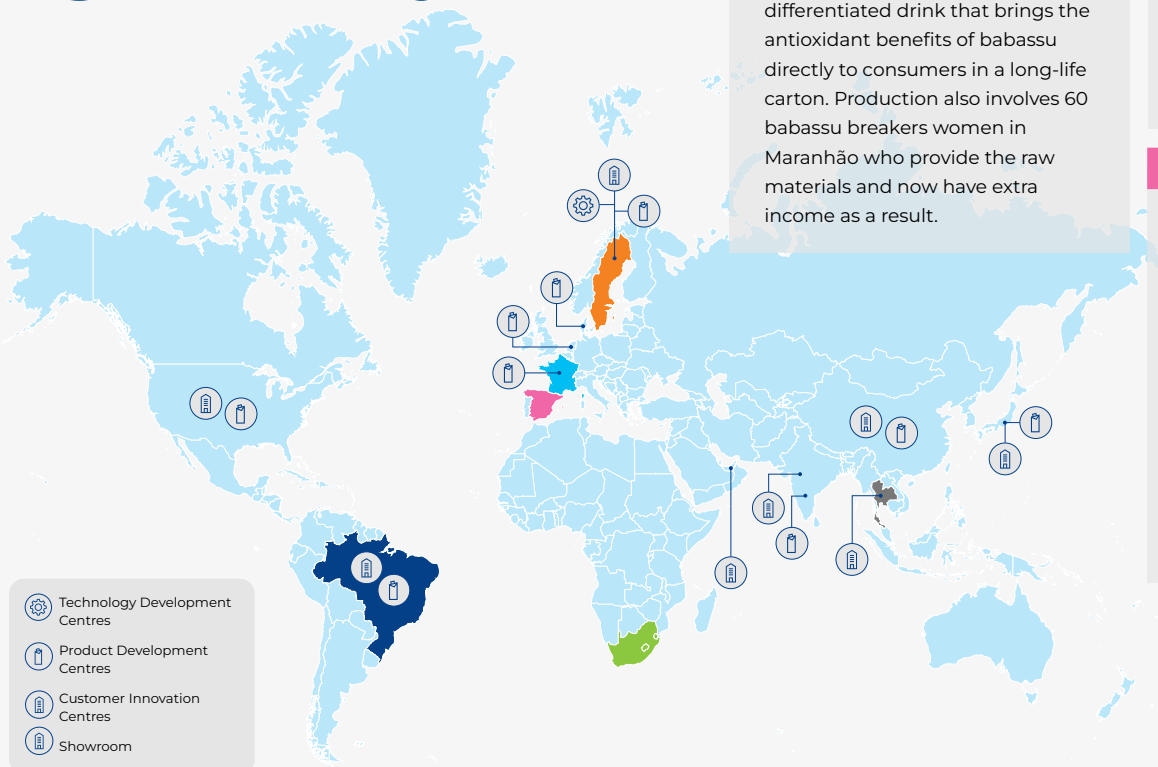
Developing remarkable products through our innovation centres around the world

Our commitment to sustainable food production involves using advanced technologies and practices that minimise environmental impact while maximising efficiency. Innovation is a key driver of improvement, and we have a network of centres around the world where we work tirelessly to test new ideas and processes and scale successes.

In our Product Development Centres (PDCs), Technology Development Centres (TDCs) and Customer Innovation Centres (CICs), we help customers in their efforts to create new and profitable products in confidential trials and evaluate the equipment they need to produce new recipes commercially. They are collaborative spaces, designed to generate and refine ideas, with experts at hand to provide deep insight into both market dynamics and technical processes.

The map on the next page shows the location of our global centres, including 2025 launches in Karlshamn, Bangkok and Cholet, and highlights some of the remarkable products they have helped our customers to bring to market.

Our Innovation Centres globally



Brazil

First babassu beverage in a carton

Pre-launched at COP30, this groundbreaking babassu vegetable drink was the vision of Amazonian entrepreneur Nelinha do Babaçu and was formulated, tested and developed in our Brazil Customer Innovation Centre. The result? A differentiated drink that brings the antioxidant benefits of babassu directly to consumers in a long-life carton. Production also involves 60 babassu breakers women in Maranhão who provide the raw materials and now have extra income as a result.

South Africa

Maintaining authentic flavour in plant-based beverages

South African customer Buttanut wanted to maintain the authentic flavour of its original products when developing a plant-based alternative. By testing two different heating systems at our PDC, they discovered that the cheaper indirect heating system delivered the caramelised taste their customers knew and loved.

Spain

Puleva Vita Calcio with Collagen

The first milk in Spain enriched with collagen, specially designed to support mobility and joint health, as well as the first milk in Spain to be sold in a Tetra Brik® carton made with 100% certified recycled plastic (rPE).

Thailand

New Customer Innovation Centre in Bangkok

Our new CIC in Bangkok is designed as a hub for collaboration and innovation, enabling Thai businesses to enhance product development efficiency and reduce time-to-market with cutting-edge solutions. It aims to help our customers to find new solutions, address current challenges and experiment with new concepts in a safe and private environment.

France

New Product Development Centre in Cholet

Our new PDC for Powder Process and Technology is designed to accelerate innovation and optimise processes for powder-formulated products. It features a fully equipped, modular pilot plant and a dedicated testing laboratory, allowing customers to configure trials to their exact requirements.

Sweden

New Food Technology Development Centre in Karlshamn

By integrating advanced processing technologies with our years of expertise in food application, this Centre helps New Food producers optimise processes for industrial scale, enhance product quality and economics, and unlock new opportunities across biomass and precision fermentation. Working in close collaboration with our existing network of Product Development Centres to create New Product concepts using fermented-derived ingredients, this TDC is enabling New Food innovators to scale smarter, faster and with confidence. Learn more about how we are innovating for new food sources under Pathway 2.

Consumer health and safety

Our advanced food safety technologies enable our customers to deliver safe, high-quality products and help them to raise their own quality standards in turn. When it comes to protecting consumer health and safety, a material topic identified in our DMA, our priority is to guarantee the safety of all products and services across our processing and packaging systems.

Food safety isn't just about the right ingredients; it's just as much about the package that holds them. For half a century, experts at Tetra Pak's Scientific and Regulatory Affairs Centre in Stuttgart, Germany, have led the way in food packaging safety – ensuring that products remain safe, retain quality, and address compliance with a complex web of regulations.[26]

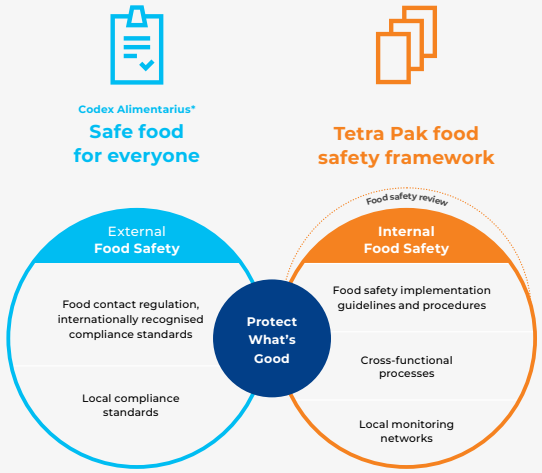
Food safety and quality

Our Food Safety Policy defines the food safety guidelines requirements to deliver on the food safety commitment for everyone in the company. It provides processes and identifies roles and responsibilities to ensure that the policy and it is applicable across all functions. In addition to focusing on safety in our own operations, we support our customers with systems to prevent contamination or compromised product in their operations.

We have two policies that detail our commitment to safety:

- **Food Safety Policy** – this policy includes microbiological safety, safe chemical use, physical safety of packaging, hygienic equipment design and mitigation of reputational risks.
- **Quality Policy** – this policy covers aseptic performance, package material quality and robustness until consumption and compliance with food safety standards.

Food safety and regulatory compliance model



A collection of standards, codes of practice, guidelines and recommendations, released by the Food and Agriculture Organisation (FAO) and the World Health Organisation's (WHO)

Together, these policies set out our implementatio guidelines requirements and processes for safe products, helping to bring trusted food to consumers around the world. For further information on these, see our policies table.

Package and equipment safety

We are continuously improving our technical corporate standards, procedures and tools. For example, our Package Safety Risk Assessment ensures safety across all our processes, taking into consideration reasonably foreseeable uses of our products. Our food safety ambitions are specified in our Food Safety Policy which defines the requirements and ways of working in food safety for everyone at Tetra Pak and our implementation guidelines clearly map the policy to concrete processes, calling out defined roles and responsibilities for each function.

Hygienic design of equipment, sterilisation technologies and digitised process controls are also essential for food quality assurance. Through end-to-end traceability and connected packaging solutions, we further enhance quality by enabling full visibility across the value chain and the rapid identification of deviations to avoid consumer health and safety concerns.

Read more about food packaging safety on our website

Cartons: Supporting safe, resilient and low-carbon food systems

Food and beverage cartons play a critical role across multiple dimensions of sustainability, and across our entire sustainability agenda, principally in the areas of food safety and provision under food systems, but also across our other sustainability focus areas of climate, nature, circularity and social sustainability. For this reason related content appears across this report, which are gathered together here on one page in one place to aid the reader.

Protecting food safety and expanding access

Food and beverage cartons help preserve food safety and quality, while extending access to nutrition globally. Aseptic cartons protect perishable foods, such as milk, juice and plant based beverages during transport and storage, extending shelf life by up to 12 months without the need for refrigeration or preservatives.[27]

This enables food to reach consumers in regions far from production sites or with limited cold chain infrastructure, supporting access to safe nutrition. The extended shelf life also helps reduce food spoilage and waste, contributing to more resilient and efficient food systems.

Their multi layer structure – combining paperboard, polymers and an ultra thin aluminium layer – protects against light, oxygen and moisture, ensuring food safety while preserving taste, texture and nutritional quality.

Tetra Pak is also investing €100 million per year over the next 5 to 10 years to further enhance the environmental profile of cartons through material innovation and improved recyclability. This resulted, for example, in the launch of a paper-based barrier to replace the traditional aluminium-foil barrier while retaining the carton package's ability to protect food. Having launched in 2023 for milk products, the paper-based barrier was introduced for juice products in 2025.

Food systems and food access

Climate and carbon footprint

Food and beverage cartons are primarily made from paperboard, contributing to a high share of renewable content and lowering climate impact across the value chain compared to certain single use packaging alternatives made primarily from fossil based materials, particularly in dairy and juice categories.[28]

They are made from paperboard sourced from FSC™ certified forests and other controlled sources – a renewable material that can be replenished when responsibly sourced. In addition, all plant based polymers used in our packaging materials are sourced as Bonsucro certified. Read more.

We continue to increase the renewable content of our cartons through innovations such as plant based polymers derived from sugarcane and the introduction of paper based barrier. For example, the Tetra Brik® Aseptic 200 Slim Leaf package with a paper-based barrier contains up to 90% renewable content, reducing its carbon footprint by one-third compared to the standard equivalent.

Aseptic cartons also contribute to lower emissions through efficient distribution and storage. They do not require refrigeration before opening, reducing energy use, while their stackable design enables more efficient transport, lowering fuel consumption and associated emissions.

Climate and greenhouse gas emissions

Keeping valuable materials in circulation

Food and beverage cartons are intended and designed for recycling. They also contribute to circularity where collection, sorting and recycling infrastructure exists at scale.

When collected and recycled, paper fibres can be recovered and used to produce new paper products such as bags, cardboard boxes and tissues. The remaining material (polyAl) can be processed into durable goods such as pallets, crates and outdoor furniture.

We collaborate with stakeholders across the value chain to strengthen recycling systems and improve material recovery. This includes investing €42 million in 2025 in recycling infrastructure. Read more.

Renewable materials

Circularity and recycling

We conduct Life Cycle Assessments (LCAs) to evaluate the environmental performance of our packages. These studies consistently indicate a lower climate impact compared to certain single use packaging alternatives in relevant categories.

A recent LCA conducted in Europe in 2025 further supports these findings, confirming the role of food and beverage cartons as a lower carbon packaging solution in dairy and juice value chains. Read more about our studies here.

Circularity

Why it matters

For us, a circular approach includes extending equipment lifetime, minimising the use of resources in packaging, increasing the use of recycled and renewable materials to reduce pressures on finite resources and ensure that all packaging gets recycled after use. Beyond its primary purpose of protecting food, packaging, when recycled, also plays a valuable part in keeping materials in use for as long as possible. We can also lower the carbon footprint of packaging by sourcing renewable input materials with lower carbon footprints compared to fossil-fuel based materials.

Our ambition

To contribute to a more sustainable food system, we drive circular solutions in all three of our businesses, by:

- Improving the circularity of our food and beverage packaging through increasing the use of circular raw materials, improving the recyclability of our packaging and expanding collection and recycling
- Designing our equipment to help customers increase their energy, material and water efficiency
- Prolonging the lifespan of our equipment, designing for longevity and offering services that help maintain the equipment

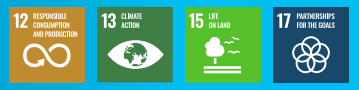
Material ESRS sub-topics covered

E5: Resource inflows (mapped to Tetra Pak's own topics: Design and materials of packaging, Design materials and lifecycle of equipment)

E5: Resource outflows related to product and services (mapped to Tetra Pak own topic: Design, materials and lifecycle of equipment)

E5: Resource outflows (mapped to Tetra Pak own topics: Collection and recycling of carton packages, Waste in our operations)

SDGs



Please note: All ESRS sub-topics relevant to E5 Resource use and Circular Economy[1] are fully addressed in this chapter. The content is organised according to Tetra Pak's own material topics to ensure it provides relevant, decision-useful information consistent with our management approach

Sustainability context and global influences in 2025

As the number of people in the world grows, so too does the amount of material they consume. The OECD projects that in the coming decades, growing populations with higher incomes will create a heightened demand for goods and services, and, as a result, for the material resources to support this growth.[2]

Without new policies, global materials use is projected to more than double from 79 Gt in 2011 to 167 Gt in 2060.[3] This will have a significant increase in a wide range of environmental impacts, including resource depletion, nature and biodiversity loss and air and water pollution, in addition to potentially severe climate impacts. The take-make-waste models of the past are not compatible with this level of consumption. The world needs to move to new models and transition towards a circular economy where materials are not wasted and nature is regenerated.[4]

Without new policies, global materials use is projected to more than double from 79 Gt in 2011 to 167 Gt in 2060.

Circular strategies reduce material consumption by designing out waste, using fewer resources and increasing recycled or renewable materials, as well as by reusing, repairing, refurbishing or recycling to keep materials in use for as long as possible at the highest value possible.

Packaging plays a vital role in protecting perishable food and furthering access to the world's growing population. Food and beverage cartons make this possible in a way that helps reduce emissions while safeguarding food and the environment. Life Cycle Assessments (LCAs) consistently show they have a lower climate impact than fossil fuel-based options, such as plastic,[5] because they are primarily paper-based and designed with renewable materials in mind.

It is also important to maximize value and keep material in circulation for as long as possible. Effective recycling, an essential element of a circular economy, starts with designing for recycling. This means considering recyclability from the very start by securing that packaging design is based on materials which are compatible with the recycling processes for both the paper and the non-paper parts of the packaging.

Recycling rates are highest in the countries where formal collection and recycling infrastructure exist and are supported by legislation and policy. In many countries, waste management systems are of lower maturity and waste collection often includes informal models.

Diversified market strategies and high levels of collaboration are needed to unlock the potential of a food and beverage carton recycling value chain that performs, scales and delivers lasting economic impact. Ambition and the number of countries regulating packaging and waste is increasing globally. For example, the Packaging and Packaging Waste Regulation (PPWR), a new EU law that came into effect in February 2025, aims to reduce packaging waste, promote reuse, increase recycled content and improve recyclability. PPWR will introduce stricter rules for packaging with a set of deadlines that will start to apply soon. It stipulates that any plastic part of packaging must be made in part from recycled content, with targets for 2030 increasing for 2040. It also requires packaging put on the market to be recyclable from the day PPWR enters into application, to fulfill design for recycling criteria by 2030, and to be recycled at scale by 2035.

The benefits of a circular economy are wide-ranging, for businesses as well as for people and the planet. Keeping materials in circulation not only helps to restore nature, minimise supply chain disruption and avoid unnecessary emissions, but the circular value chain required to do so encourages innovation and economic growth.

Tetra Pak's role and approach

Our overall circularity strategy is informed and guided by the principles of the Ellen MacArthur Foundation (EMF). We are contributing to the circular economy by designing our packaging, equipment and services in ways that reduce material use, avoid waste, improve recyclability and extend lifespan – without compromising food safety. These actions connect directly to our material topics for circularity: design and materials of packaging; collection and recycling of carton packages; design, materials and lifecycle of equipment, and waste reduction in our operations.

To contribute to a more circular food system, we drive circular solutions in all three of our businesses with a focus on circular raw materials use, designing for recycling, expanding collection and recycling, and the design and servicing of equipment.

In 2025, we invested approximately €100 million into research, development and industrialisation addressing packaging sustainability. Over the next five to ten years, we will continue to invest up to the same amount annually, focusing on simplifying the material structure, enhancing the use of renewable materials, increasing the use of recycled materials, minimising waste and making sure the package of the future is designed for recycling – without compromising on food safety.

We understand that investment must be supported by enabling policy and therefore work closely and strategically with a number of leading associations and coalitions who share our commitment to furthering the circular economy. For instance, acting as a voice for our industry in associations such as the Food and Beverage Carton Alliance (FBCA), of which we are a founding member, as well as supporting global commitments such as the EMF and WWF led Business Coalition for a Global Plastics Treaty.

We also believe that establishing a recycling ecosystem where all stakeholders benefit is critical to building a more circular food system, and that we have a responsibility to influence this in any way we can. This will be achieved through both "push" mechanisms, such as focusing on packaging design and enabling legislative frameworks, alongside the "pull" from increased value of recycled products creating strong market demand.

The design and servicing of our equipment is also key to furthering the circular economy. Our solutions enable efficiencies for our customers that help reduce resource consumption and related emissions and through our Services operations, we focus on extending the lifespan of our equipment through repair, refurbishment and reuse.

Going forward, we remain committed to furthering the circular economy while acknowledging that this is a long-term journey that requires significant technology development and infrastructure investment with the involvement of multiple partners in the value chain.

"Designing for the future is about giving packaging materials the best possible chance to stay in the loop and keep valuable resources in use. The future of recycling lies in what we design, demand and build together."

Kinga Sieradzon
Vice President, Sustainability Operations, Tetra Pak

For our packaging products, we focus on:

- Recognising that circularity starts with design and following established internal Design for Recycling standards when designing our packaging. These standards promote measures such as increasing the paper content and reducing polymers and aluminium so that our packaging becomes not only easier to recycle but also more attractive to recyclers. This includes replacing the traditional aluminium-foil barrier with our paper-based barrier.
- Increasing the share of circular raw materials like certified recycled polymers and renewable raw materials in our packaging.
- Working with stakeholders across the recycling value chain to strengthen collection and recycling systems worldwide, including advocating for effective regulation, investing in collection and recycling infrastructure, and supporting the development of high-value end markets to increase demand for recycled carton materials.

For our processing and packaging equipment, we focus on:

- Developing equipment that drives circularity for our customers through reduced production losses and increased resource efficiency.
- Offering a comprehensive range of services to extend the lifespan of our equipment.

Progress against our targets and commitments

Related material topics	Targets	Value chain location	2025 progress summary
Design and materials of packaging	By 2030, achieve a minimum of 10% recycled polymers[6] across our food and beverage cartons sold in Europe[7]	Own operations	• The purchase of certified recycled polymers in Europe increased by 6% in 2025, compared to 2024
Collection and recycling of carton packaging	The target for 2025 was to review the existing collection and recycling targets in light of the new EU Packaging and Packaging Waste Regulation (PPWR) and other relevant packaging regulations to display leadership in the sector and align with external expectations	Downstream	• In 2025, the global collection for recycling rates of food and beverage cartons was estimated to be 27% with approximately 1.3 million tonnes of food and beverage cartons collected and sent for recycling[8] • Invested €42 million to support collection, sorting and recycling of our packages globally • Engaged with 135 fibre recycling facilities, 63 PolyAl recyclers and 35 full carton recyclers globally • Updated market targets for collection and recycling volume growth to secure fulfilment of legal and customer sustainability requirements.
Design, materials and lifecycle of equipment	Design our equipment for food processing and packaging to be maintained, leased, reused, repaired and upgraded to extend its lifespan	Own operations	• The certified renovated equipment initiative restores and upgrades used Tetra Pak machinery to extend lifespan and reduce waste (13 filling machines and 22 pieces of distribution equipment delivered in 2025)
Waste in our operations	Eradicate waste to landfill from Tetra Pak production sites by 2030	Own operations	• 23% reduction in amount of waste from our own operations sent to landfill vs. 2024

Please see our Sustainability performance data pages for more detail on methodology and calculations.

Design of materials and packaging

To optimise the circularity of our packaging, we must keep circular principles in mind from the very start. This means both designing for recycling and ensuring that we source circular and renewable raw materials.

When it comes to designing for recycling, we take care to integrate collection, sorting and recycling considerations. By increasing fibre content and reducing plastic and aluminium, our packaging becomes more attractive to recyclers and easier to recycle. In 2025, we launched several paper-based barriers with customers around the world.

Sourcing from responsible and renewable sources also helps to address material impacts and risks identified by our DMA, namely the 'depletion of finite resources caused by the extraction and production of raw materials' and 'supply chain shortages for packaging and materials, caused by climate change, regulatory changes, or geopolitical issues'.

Our ambition is to produce 'the world's most sustainable food and beverage package':[9]

Paper-based, with the lowest possible carbon footprint, made solely from responsibly sourced renewable or recycled materials and fully recyclable.

Designing for recycling

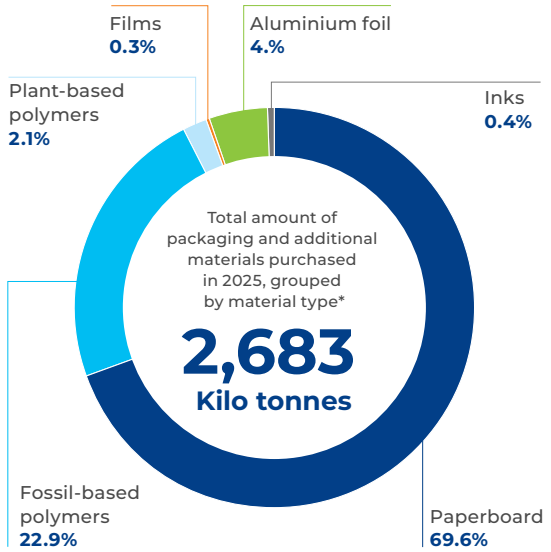
Our packaging is intended and designed for recycling, with consideration given to the full product life cycle. In 2025, we updated our internal Technical Corporate Standard Design-for-Recycling that includes criteria for packaging development and optimisation, which are based on recycling test results and relevant industry guidelines. These include 4evergreen's Circularity by Design Guidelines and The Food and Beverage Carton Alliance's Design for Recycling Guidelines as well as other third-party guidelines. As part of this update, our criteria now include design requirements for paper cups and ice cream wrappers, which are a part of our packaging portfolio. We also updated our in-house recyclability performance tracker and added a simulation tool to help measure and monitor the recyclability of our packaging portfolio. We continuously assess our packaging portfolio for recyclability as we prepare to meet upcoming regulatory requirements in Europe and beyond.

Design changes take time, but our long-term focus is on designing packages optimised for food and beverage carton recycling processes. By increasing the paper content and reducing polymers and aluminium, our packaging becomes not only easier to recycle, but more attractive to paper mills and plastic recyclers. A critical marker in our longstanding work to design food and beverage cartons for recycling is the development of the paper-based barrier, a new material innovation which replaces the aluminium foil layer in our aseptic packages. In doing so, we simplify the packaging material structure and increase the paper content of the packaging solution. This represents an opportunity for recycling infrastructures, where the quality and recovery efficiency of materials are key. Specifically, cartons with a higher fibre yield are more attractive to recycling mills.

Read more in our spotlight story

Better inputs mean higher retained value for recyclers – a strong commercial incentive for our network

Material composition impacts recycling value retention



*Excluding tab strips, liners and hot melts

Circular raw materials

Circular raw materials include both recycled content and renewable raw materials. We are committed to increasing the share of renewable materials through packaging material innovation and increased usage of plant-based polymers. We are also working toward our target of increasing the share of certified recycled polymers used in our packaging.

Certification and traceability

As part of our commitment to driving low-carbon circular solutions, we continuously explore renewable and responsibly sourced materials to improve sustainability of our food and beverage packaging. Our aseptic cartons consist of three distinct components, all of which are responsibly sourced:

- Paperboard: On average, around 70% of a Tetra Pak® carton is made from paperboard, which is a renewable resource. All our paperboard comes from wood from forests certified to Forest Stewardship Council™ (FSC™) and other controlled sources.[10] All our suppliers, and our facilities, are certified with FSC™ Chain of Custody certification.

- Polymers: Polymers used in food and beverage cartons can be derived from plant-based materials like sugarcane, which are renewable if responsibly sourced. Plant-based polymers accounted for approximately 8.4% of the total plastic we purchased in 2025 and all plant-based polymers in our packaging materials are sourced as Bonsucro certified.

Read more in our climate chapter

- Aluminium: The ultra-thin layer of aluminium in our cartons protects food from light and oxygen, keeping perishable food safe for months without refrigeration. To support the development of more responsibly sourced aluminium, we co-founded the Aluminium Stewardship Initiative (ASI), a global, non-profit standard-setting and certification organisation.

Around 70%

of a Tetra Pak® carton is made from paperboard, which is a renewable resource

Certified recycled polymers

The use of recycled content provides an alternative to virgin fossil-based plastics and supports the transition away from primary fossil resources. Additionally, it contributes to the development of a circular economy by reducing the consumption of primary raw materials and creating end-market demand that incentivises recycling. However, the current higher cost of circular raw materials combined with a lack of clarity on which technologies will contribute towards future legislative targets is a significant constraint limiting the uptake of circular materials. To encourage the shift, we offer packaging material with recycled polymers that have been ISCC PLUS[11] certified according to a mass balance attribution method in many countries.

In 2025, we became the first company in the food and beverage packaging industry in India to deploy packaging material with certified ISCC PLUS[12] recycled polymers. To meet the country's new legislation on recycled content, the packaging material integrated 5% certified recycled polymers – sourced and produced locally – ahead of the April 2025 deadline.

Spotlight story

The future of packaging is paper-based

Consumers already see food and beverage cartons as the most sustainable packaging solution for food and beverages[13] and as increasing consumer expectations to reduce plastic combine with new regulations, paper has become a key focus.

For many years, we have invested in research and development to explore alternatives to fossil-based materials, including paper-based solutions and simplified packaging structures. In 2023 we took the next step to maximise the paper content in our solutions by introducing a paper-based barrier to replace the traditional aluminium-foil barrier while retaining the carton package's ability to protect food. Having launched in 2023 for milk products, the paper-based barrier was introduced for juice products in 2025. Alongside this we also introduced a new paper-based cap.

Key advancements in our paper-based barrier development journey

Together with leading beverage producer García Carrión, we unveiled the world's first juice portion pack with a paper-based barrier, and the first of its kind in Spain. The paper-based barrier replaces thetraditional aluminium-foil barrier while retaining the ability to protect food safety. Made with up to 80% paper, the packaging reinforces its sustainability credentials. The combination of the paper-based barrier with plant-based polymers used in the packaging material coatings pushes the renewable content to a remarkable 92%. The Carbon Trust has also verified that the total carbon footprint of this new package is 43% lower than that of an aseptic package that uses an aluminium foil layer and fossil-based polymers.[14] Together with other layers in the packaging, the paper-based barrier protects against oxygen, light, moisture and bacteria – meaning that food safety and shelf life are not compromised.

We also took another step forward by expanding our innovative paper-based barrier technology to Tetra Pak® A3/Speed filling lines, with Maeil Dairies in South Korea, making its debut in Asia and demonstrating that the technology is fully compatible with high-speed industrial production. The Tetra Brik® Aseptic 200 Slim carton used with Maeil Soy Milk 99.9 product in South Korea achieved 87% renewable content and delivered a 26% reduction in the package carbon footprint, as verified by the Carbon Trust.[15]

Sealing the future with a new paper-based cap

Developing a paper-based cap can increase paper content by another 3%,[16] bringing us even closer to a fully renewable package. But it's an ambitious goal that requires carefully balancing environmental gains with food safety, packaging functionality and compatibility with customers' existing production lines. It calls for an entirely new engineering approach and rigorous testing to deliver consistent performance at every stage.

Long-time customer Aneto in Spain piloted the first consumer test. This provided insights into consumer reactions and confirmed that the paper-based cap performs as well as traditional caps from a qualitative standpoint under real-world conditions.

The journey towards the world's most sustainable package continues. Read more about our progress towards our future ambition here.

Up to **43%** lower carbon footprint

Up to **92%** renewable content

Collection and recycling of food and beverage carton packages

Effective recycling of materials is an important part of a circular economy. In 2025 we invested more than €42 million to strengthen collection and recycling value chains around the world and we will continue investing to further accelerate change.

Our collection and recycling approach was reviewed in 2025 and re-emphasised the need to create a food and beverage recycling value chain that performs, scales and delivers lasting economic impact. Market specific targets are set on collection and recycling volume growth to secure fulfilment of legal requirements as well as working with our customers to deliver on their sustainability agendas. In Europe, we are preparing for PPWR-readiness and are working to ensure that our packaging portfolio complies with regulation and is aligned with all external expectations.

To deliver on our targets and thereby further increase collection and recycling globally, an ecosystem where all stakeholders benefit is key. We believe this can be achieved through a two-pronged approach, leveraging both what we call “push” and “pull” mechanisms. This means understanding that recycling is driven both by the financing mechanisms and effective regulation that are available to support collection and sorting (the “push”) and the value of liquid packaging carton (LPC) materials (the “pull”).

We consider both of these elements in the development of the collection and recycling value chains for our packaging worldwide and have a dedicated team within Sustainability who focus on this. This team is also directing significant efforts towards creating a recycling ecosystem that targets the end market.

Driving for change with players along the value chain

On top of ensuring compliance to the food and beverage design-for-recycling standards, we collaborate with customers, suppliers, policymakers and other value chain actors on implementing effective Extended Producer Responsibility (EPR) Schemes. These frameworks need to be tailored to local conditions, with fair contribution across the industry to finance collection and sorting infrastructure.

~1.3 million tonnes of food and beverage cartons collected globally

27% global estimated collection rate of food and beverage cartons

135 fibre recycling facilities we collaborate with globally

63 PolyAl recyclers globally

35 Full carton recyclers globally

“Circularity requires shared responsibility across the value chain. The Food and Beverage Carton Alliance brings our industry together to align on design, collection, and recycling, promote national collection targets, and support recyclability and recycling at scale, strengthening the role of food and beverage cartons in secure and sustainable food systems.”

Sebastian Bartels
Director General, Food and Beverage Carton Alliance

Increasing the value of recycled products to accelerate demand

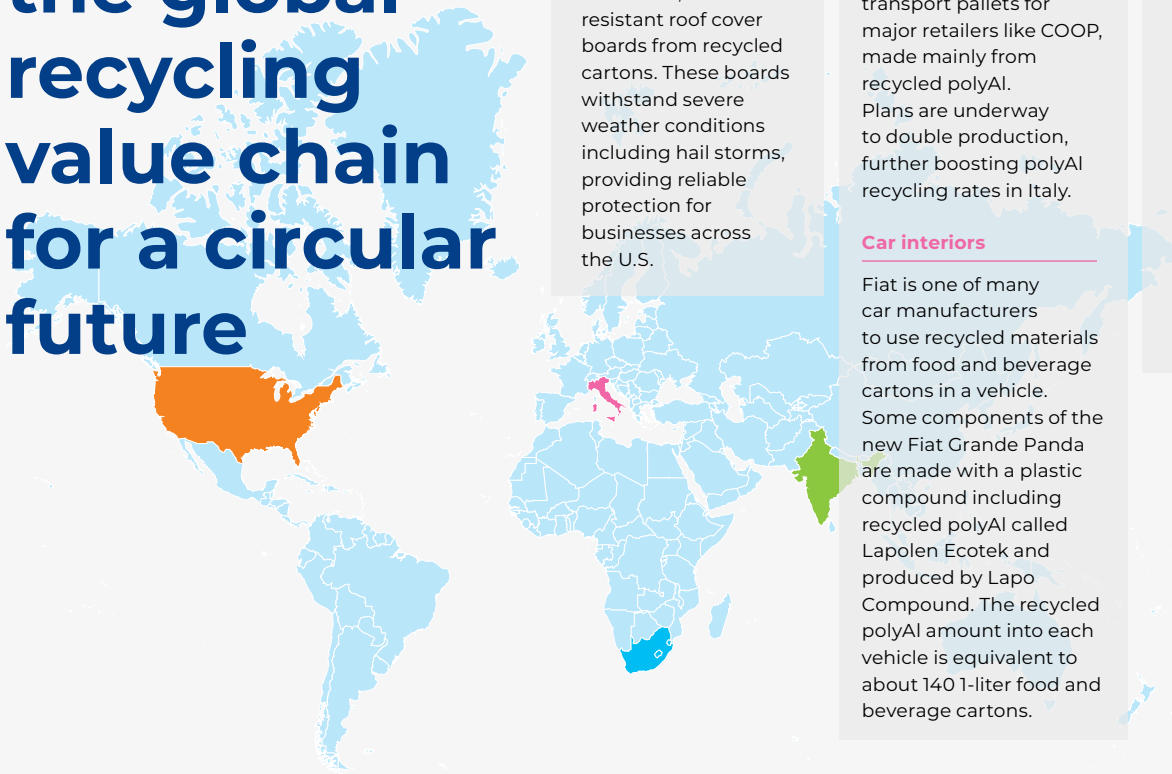
We invest in the market development of recycled products and innovative recycling technologies to drive the demand for materials and products recycled from post-consumer food and beverage cartons. Focusing on high value applications for post-consumer food and beverage cartons is key to improving the economics of the recycling value chain.

Recycling supports a circular future by keeping valuable materials in use for longer. Cartons can be recycled where collection, sorting and recycling infrastructure is in place, at scale. Expanding this infrastructure remains a priority for us. The paper fibres in cartons can be repurposed into new paper products such as boxes and shopping bags, while the remaining non-fibre materials can be recycled into items like warehouse pallets, outdoor furniture, floor panels and more.

Read more on our website

Take a look at how our used cartons are being given a second life as new products around the world.

Improving the global recycling value chain for a circular future



USA

Weather-resistant roofing material

In 2025, full carton recycler ReCB opened a new facility in Des Moines, Iowa to expand production of durable, moisture-resistant roof cover boards from recycled cartons. These boards withstand severe weather conditions including hail storms, providing reliable protection for businesses across the U.S.

Italy

Transport pallets

Lucart, a leading recycler in Europe, joined forces with logistic company CPR System to establish Newpal, a key collaboration producing transport pallets for major retailers like COOP, made mainly from recycled polyAl. Plans are underway to double production, further boosting polyAl recycling rates in Italy.

Car interiors

Fiat is one of many car manufacturers to use recycled materials from food and beverage cartons in a vehicle. Some components of the new Fiat Grande Panda are made with a plastic compound including recycled polyAl called Lapolen Ecotek and produced by Lapo Compound. The recycled polyAl amount into each vehicle is equivalent to about 140 1-liter food and beverage cartons.

India

Roofing panels and rickshaw seats

In India, recycled materials from cartons are finding new applications, from roofing panels that help keep cows cooler in dairies to recycled chipboard seats for auto rickshaws. In addition, we've reintegrated recycled polymers into packaging materials, making us the first "carton" packaging company in India to do so.

Read more

South Africa

E-pallets and more

From low-cost housing components and furniture to beehives and animal shelters, injection moulding transforms recycled polymers into a range of innovative products that provide value to society. Modular e-pallets made from recycled polyAl provide a durable and cost-effective alternative to wood that can be reused 10-15 more times with 38% fewer breakages.

Read more

Spotlight story

Turning cartons into crates with IPL Schoeller

In April 2025, we collaborated with IPL Schoeller to launch a reusable transport crate made of polyAl from food and beverage cartons at the Plastics Recycling Show in Amsterdam. IPL Schoeller, a global leader in returnable transport packaging, designed the crate that integrates up to 50% polyAl with other recycled materials without using any virgin plastic.

Each crate is made from polyAl pellets derived from the polymers and aluminium recovered from about 200 recycled food and beverage cartons. In addition to this specific collaboration, we are also working closely with our suppliers Nefab and RECOMA on crates for our packaging lines, with an aim to reduce crate weight, carbon footprint and cost across the board.

In 2026 and beyond, we will continue to work with recyclers around the world to develop commercially viable products like these that expand end market, reduce virgin plastic use, and drive progress towards a circular economy.

Read more

"For our customers, making supply chains more sustainable is a key priority, and material innovation is one of the main drivers in making that happen. That's why we have invested and will be investing in new ways to reduce the use of virgin plastic and use recycled materials. This project demonstrates how dedicated recycling solutions can turn waste into durable, reusable packaging that supports circular logistics and thereby the transition to a circular economy."

Britta Wyss Bisang
VP Sustainability and Strategic MarCom, IPL Schoeller

Design, materials and lifecycle of equipment

We are implementing circular practices within our packaging and processing equipment businesses.

For our equipment, we focus on two key circularity initiatives:

- Efficiencies at customer operations: we have an important role in supporting our customers in their sustainability journeys with our solutions. Our processing best practice lines reduce water and energy consumption and product losses at our customer sites. Additionally, we offer and develop technologies enabling upcycling of current by-product streams into nutritious components of food, such a brewer's spent grain and whole soya. For more information, click here.
- Expanding the lifespan of our equipment, which is addressed in two ways: firstly, by designing for longevity including design for serviceability and maintenance, increasing life span of wear parts and through the deployment of upgrades; and secondly, through certified renovated equipment.

Efficiencies in customer operations

Our processing solutions can help customers to reduce water and energy consumption and product losses at their sites, thus reducing resource consumption and related GHG emissions. We measure our impact through reducing losses on best practice lines, with a target of achieving a 50% reduction of product losses in these lines by 2030 against a 2019 baseline. In 2025, we achieved a 23% reduction of product loss in best practice lines against 2019, indicating that they are on average using less raw materials while producing more.

Expanding the lifespan of equipment

We give a second life to our filling and distribution lines through our certified renovated equipment programme. The Certified Renovated Equipment can include restoring missing parts, installing upgrade kits for obsolescence, and removing corrosion and rust to allow the equipment to be kept in use longer. In 2025, we delivered 13 certified renovated filling machines and 22 pieces of refurbished distribution equipment.

268 tonnes

of CO_2 emissions reduced equivalent to 450+ flights

Case Study

Fructal's journey to efficiency and sustainability

An integrated rejuvenation project for Fructal in Slovenia delivered both efficiency and sustainability wins. By replacing aging equipment with state-of-the-art technology and streamlining operations by reducing the number of machines, we helped customer achieve annual cost savings of over €300,000 in utilities and product losses. The project also cut CO2 emissions by 268 tonnes, the equivalent of over 450 transatlantic flights.[17]

Services

To strengthen the sustainability of our Services operations, we focus on extending the lifespan of our customers equipment by using Maintenance Units. This service product reduces the material consumption by 40-50% by refurbishing and reusing parts and components. Each Maintenance Unit is quality tested to ensure same quality standards as when using brand new parts. We also implement a network of seven Maintenance Units workshops around world to enable shorter transport distances and prioritise low-carbon modes of transport.

In addition, with our Upgrade Kits, we ensure customers are always up to date with the newest technologies in both Processing and Packaging, helping to reduce water consumption and energy utilisation.

We have also been looking into a new circular business model that offers performance guarantee and predictable long-term pricing for services and equipment to our customers called Capacity-as-a-Service (CaaS). In this model, customers pay for the capacity to produce a specific quantity of products, with guaranteed equipment output throughout the agreement, ultimately accelerating the introduction of new sustainable technologies. By leveraging Asset Health Monitoring and Maintenance Optimisation, CaaS contributes to lowering the customer's Total Cost of Ownership (TCO) and sustainability footprint through reducing waste and the consumption of utilities. CaaS and other "as-a-Service" advanced agreements allow us to tailor our capabilities to a customer's desired outcomes, making them foundational to a more sustainable and circular economy.

Deploying a circularity programme for the Alfa Laval ThinkTop® Classic

In 2025, our Global Alliance Partner Alfa Laval developed a circular take-back programme for Alfa Laval ThinkTop® Classics, which are advanced control heads for processing valves to ensure that they are reused, recycled or disposed of in the most responsible and value-creating way. Through the ThinkCircularity initiative, Alfa Laval collects the old ThinkTops and disassembles them to help give these valuable resources a second life. We are currently piloting ThinkCircularity in Europe with an initial focus on the plastic components in the ThinkTop Classic. Collection is free of charge to customers and the plastic we reclaim will be reused in new ThinkTops.

Case Study

Expanding equipment lifespan through asset health monitoring

A recent project with Belgian dairy customer Milcobel demonstrated how our AHM solution can save energy and significantly reduce customer CO2 emissions. AHM goes beyond traditional monitoring to give customers a more holistic view of how their machines are performing. By piloting AHM on eight new separators, Milcobel aimed to understand and reduce downtime that were compromising its new, more demanding production schedule.

Milcobel was originally focused on vibration monitoring, but the real insight came from the broader data collected through AHM, which showed that as much as 20% of the total power the machines were using was in standby, waiting for product. By switching them of during long standby, the customer stood to save 102,000 KWh of energy each year, cutting €10,000 off their utilities bill and reducing emissions by 21,000 kg CO2.

Whereas traditional monitoring systems only notify producers when there's a problem, AHM goes a step further and helps our customers to uncover improvement opportunities even when everything is running smoothly. With an increasing focus on sustainability, this feature will provide ongoing value to our customers around the world.

Waste in our operations

Our commitment to circularity extends to how we manage and reduce operational waste. Our goal is to eliminate all waste sent to landfill or incinerated without energy recovery from our production sites by 2030.[18]

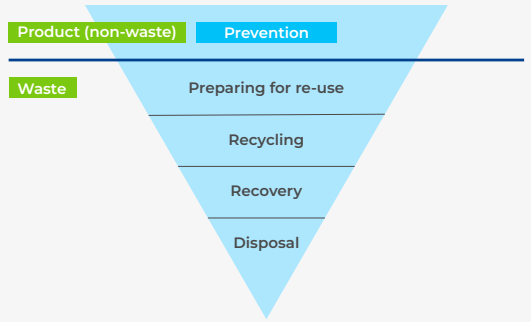
In 2025, we reduced the amount of waste from our own operations sent to landfill by 23% vs. 2024. The reduction in the amount of waste sent to landfill and incineration without energy recovery was even greater, with a 40% reduction in 2025 vs. 2024. Of the total waste generated by our own operations, we successfully diverted 98% from disposal. Specifically, 94% was recycled or prepared for reused while roughly 4% was sent to energy and other recovery operations, and less than 1% was sent to landfill.

We strive for continuous, incremental improvement through our World Class Manufacturing (WCM) work. We use this globally recognised methodology to guide our focus on optimisation, helping our factories to increase safety and quality while reducing costs, time and resources. Instead of betting on high-risk, high-reward innovations, WCM optimises existing systems and helps factories fine-tune every aspect of their operations by measuring, benchmarking and improving until they achieve the top level.

98%

of operational waste was diverted from disposal in 2025

Waste management approach



Collaboration and advocacy through industry alliances

True progress towards a circular economy cannot be achieved by working in silos. Systemwide collaboration, cooperation and partnership is required to make the change that's needed. Since 2024, Circularity has been included as a pillar in our Join us in Protecting the Planet (JUIPP) supplier initiative and we aim to deepen our dialogue with suppliers on their own strategies and targets in this area. As a company, we also participate in two key industry alliances – The Food and Beverage Carton Alliance (FBCA) and 4evergreen. Both organisations share our belief that paper-based packaging is an integral part of circular and resilient food systems, and we are working together to ensure that this is recognised as fact.

4evergreen

We are an active member of 4evergreen, a cross-industry alliance focused on perfecting the circularity of paper-based packaging, and work alongside over 100 industry representatives from across the value chain to support their goal of raising the overall recycling rate of paper-based packaging to 90% by 2030.

4evergreen members share expertise to develop tools and guidelines for an even more sustainable sector. Their goal is to reach a 90% recycling rate for paper-based packaging in Europe by 2030. In January 2025, the alliance launched its Recyclability Evaluation Protocol, a tool for assessing how efficiently paper-based packaging materials can be recycled into usable raw material, taking into account the different recycling technologies in place across the EU. In December 2025, the 4evergreen Steering Group validated its Circularity by Design Guideline Version 4 for packaging that is either processed in conventional or specialised paper mills. At the same time, it also updated its Guidance on the Improved Collection and Sorting of Fibre-based Packaging for Recycling Version 4. Both were published in February 2026.

FBCA

We are also a member of the FBCA (and its predecessor organisations ACE and EXTR:ACT). With a vision to expand beyond Europe, FBCA aspires to unite food and beverage carton manufacturers and their paperboard suppliers in driving sustainable packaging solutions that enhance food security, reduce waste and advance low-carbon circular economies, while ensuring food safety.

The FBCA platform provides the food and beverage carton value chain a common trusted voice – globally and locally – leading policy representation and stakeholder engagement to improve understanding of how food and beverage cartons contribute to circular economies and food system transformation. In July 2025, FBCA published specific Design for Recycling Guidelines for Liquid Packaging Cartons Version 2.

Other partnerships

We have been a signatory of the Ellen MacArthur Foundation Plastics Commitment since 2018. In 2025, we endorsed the Foundation's 2030 Global Commitment, building on the 2025 Global commitment and bringing stakeholders together for a collective action and advocacy on plastics agenda for business. We also joined the Ellen MacArthur Foundation and World Wide Fund for Nature (WWF) led Business Coalition for a Global Plastics Treaty in 2025.

Until the end of 2025 we had a 3-year partnership with the Ellen MacArthur Foundation, where we engaged actively in the Food circularity work and the Big Food Redesign Challenge. The final report, "From product wins to portfolio transformation: the business case for circular design for food" spotlights our work on transforming brewer's spent grain into a high-protein ingredient. We also contributed to a consortium report on "Realising the potential of a circular economy for wood-based products" and the foundations Plastics Network Activities. As our collaboration transitions into a new phase, we will continue engaging with the Foundation on circularity, especially on contributing to the 2030 Plastics Agenda for Business.

In addition to Ellen MacArthur Foundation, we are also part of the Consumer Goods Forum Plastics Waste Coalition of Action as well as multiple regional and national forums to advance Circular design, advocate for policies enabling and drive collection and recycling of packaging. In 2025 we contributed to a member led initiative under CGF Plastic Waste coalition of action developing policy guidance for governments on considerations on covering Liquid Packaging Cartons in an EPR in low and middle income countries. Read more about our collaborations here.

Climate

Why it matters

Global food systems account for around 30% of global GHG emissions[1] and are key to tackling the climate crisis. To avoid widespread adverse impacts and damages to nature and people, we must keep warming to not more than 1.5°C above pre-industrial levels. This requires deep, rapid and sustained GHG emissions reductions in all sectors.

Our ambition

Take action on mitigating climate change by decarbonising our operations, products and our value chain.

Material ESRS sub-topics covered

E1: Climate change mitigation
E1: Climate change adaptation
E1: Energy

SDGs

Sustainability context and global influences in 2025

To align with the UNFCCC Paris Agreement goal of limiting global warming to 1.5°C above pre-industrial levels, global emissions needed to peak by 2025. Instead, emissions are still rising, planetary boundaries[2] are being crossed, and a significant implementation gap exists between commitments and actions.

Pressure is coming from all directions. Climate regulations are multiplying and investors are demanding disclosures, but there's no global standard. While uncertainties and challenges exist, the science remains unchanged and the existential threat of climate change requires all parties to take their commitment seriously. It is also clear that climate and nature are inextricably linked and any approach to one must also consider the other. Physical climate risks – including floods, droughts and other extreme weather events – are increasing, with the ten costliest climate-related disasters of 2025 amounting to more than $120bn in insured losses.[3] These events not only disrupt food production and supply chains but also intensify the challenge of ensuring access to perishable food for vulnerable communities, making food security a growing global concern. Feeding a rising population under such conditions demands urgent, coordinated action.

In this new and uncertain context, resilience is critical. Industries are reacting by developing transition plans that not only mitigate risks but turn them into opportunities.

Tetra Pak's role and approach

With the help of our suppliers, customers and other value chain players, we are working to reduce environmental impact at every step of the value chain. The food industry has a crucial role in mitigating climate change, and we remain committed to playing our part.

We were one of the first[4] companies to have our near-term and long-term net-zero targets approved by the Science Based Targets initiative (SBTi) in 2022, and as we approach the halfway mark, we are currently on track to meet our short-term target to reduce value chain emissions by 46% by 2030 compared to a 2019 baseline, having reduced these emissions by 34% in 2025. Our decarbonisation efforts focuses on the climate decarbonisation levers and climate risks across our entire value chain, including suppliers, our own operations, customer operations, transportation, and the sale and end-use of our products.

Within our own operations, this means increasing the use of renewable electricity to 100% by 2030, including the generation of renewable electricity on-site. We reduce fossil fuel dependency by investing in low-carbon technologies and further driving efficiency improvements. We are decarbonising our global car fleet by increasing the share of hybrid and fully electric vehicles. Upstream in our value chain, our priority is working with suppliers to reduce emissions in their operations and supply chain. Downstream we focus on creating value for customers through more energy-efficient equipment and systems as well as working to create more sustainable packaging.

Climate impact reduction is a focus theme of our environmental policy and climate action is a central element of our 2030 Strategy, reflecting the strong interconnections between reducing climate impact, protecting nature and advancing circularity.

You can read more about our integrated approach to Climate and Nature risk here.

34%

reduction achieved and on track for 2030 target

2025 result

46%

reduction in value chain emissions vs 2019 baseline

2030 goal

"Traditional processing methods can generate waste heat, excess water use and food waste. We can't live without the food that's processed and packaged in these factories, but we need to tackle the energy, water consumption and food waste that gives these factories such a large footprint. Our solutions help our customers increase their operational efficiency and capture data for improved decision making, while reducing their environmental impact."

Rodrigo Godoi
VP Portfolio Management, Tetra Pak

Progress against our targets and commitments

Related material topics	Targets	Value chain location	2025 progress summary
Climate change mitigation and adaptation	**Value Chain targets**[5] By 2050, work together with our suppliers, customers and other stakeholders to achieve net-zero GHG emissions across our value chain (scopes 1, 2 and 3) compared to our 2019 baseline[6] By 2030,[7] achieve 46% GHG reduction across our value chain (scopes 1, 2 and 3) compared to our 2019 base year, in line with a 1.5°C Science Based Targets (SBTs) commitment compared to our 2019 baseline	Full value chain	• 34% reduction in total value chain GHG emissions since 2019 (-12% vs 2024)
	By 2030, achieve net-zero GHG emissions in our operations (scopes 1, 2 and business travel) by reducing emissions and balancing residual emissions with removals	Own operations	• 56% reduction in own operations GHG emissions (scope 1, 2 and business travel) since 2019
Energy sources and intensity	By 2030, source 100% renewable electricity in our operations in line with RE100 Commitment	Own operations	• 97% renewable electricity consumption in Tetra Pak operations (on track to meet our target)

Please see our Sustainability performance data pages for more detail on methodology and calculations.

Tetra Pak's net-zero roadmap

Accelerating and moving faster

Value chain target

- SBTi goal to reduce GHG emissions[2] by 46% by 2030 (2019 baseline)

Operational targets

- Reduce business travel related GHG emissions by 50% by 2030
- 100% renewable electricity in all our sites by 2030
- Reduce GHG emissions in our operations[1] by 70%
- Balance remaining emissions with land restoration in Brazil and thereby achieve net-zero GHG emissions in own operations[1] by 2030

Packaging material

- Targets and plans developed with suppliers to reduce the impact of purchased raw materials by 50%
- Driving recyclability and recycling

Best practice lines

- Accelerate development and deployment of processing and filling solutions with 50% less emissions per unit of production

Scaling systems-wide decarbonisation[4] of energy and materials through the value chain

- Reduce fossil-based material use, increase share of renewable and recycled material
- Drive electrification of our equipment offering to enable customers to utilise decarbonised electricity grids
- Collaborate with transport suppliers to increase share of renewable fuels and energy for transportation
- Scale carbon removal solutions with value chain stakeholders

Reching our ambition

- Reduce absolute value chain emissions[2] by 90%
- Balance remaining emissions[2] by removing and storing CO2 through natural or technical solutions

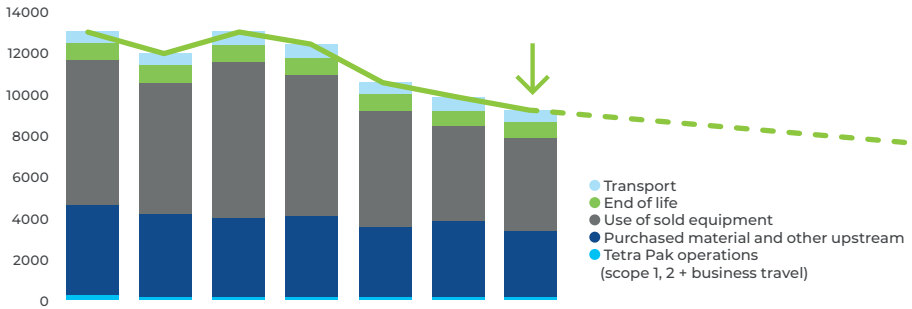
Work together with suppliers, customers and other stakeholders to reach

Net zero across the value chain by 2050

science-based Net-Zero target approved by SBTi

Value chain GHG emissions

K tonnes CO2e



2019 2020 2021 2022 2023 2024 2025 2030 2050

- Net-zero GHG emissions in own operations[1]
- 46% reduction of GHG emissions in value chain[2] vs. 2019

1 Scopes 1, 2 and business travel
2 Scopes 1, 2 and 3
3 https://sciencebasedtargets.org/business-ambition-for-1-5c
4 Decarbonisation: reducing our CO2 emissions associated with electricity, industry and transportation (adapted from SBTi Corporate Net-Zero Standard). Used here to encompass also defossilisation: decreasing the share of fossil and increasing share of renewable and/or recycled carbon in materials. Value chain emissions reductions consistent with reaching global net zero in 1.5°C pathways; and neutralising impact of any emissions by permanently removing an equivalent volume of CO2 (adapted from SBTi Corporate Net-Zero Standard).

Our progress towards decarbonisation

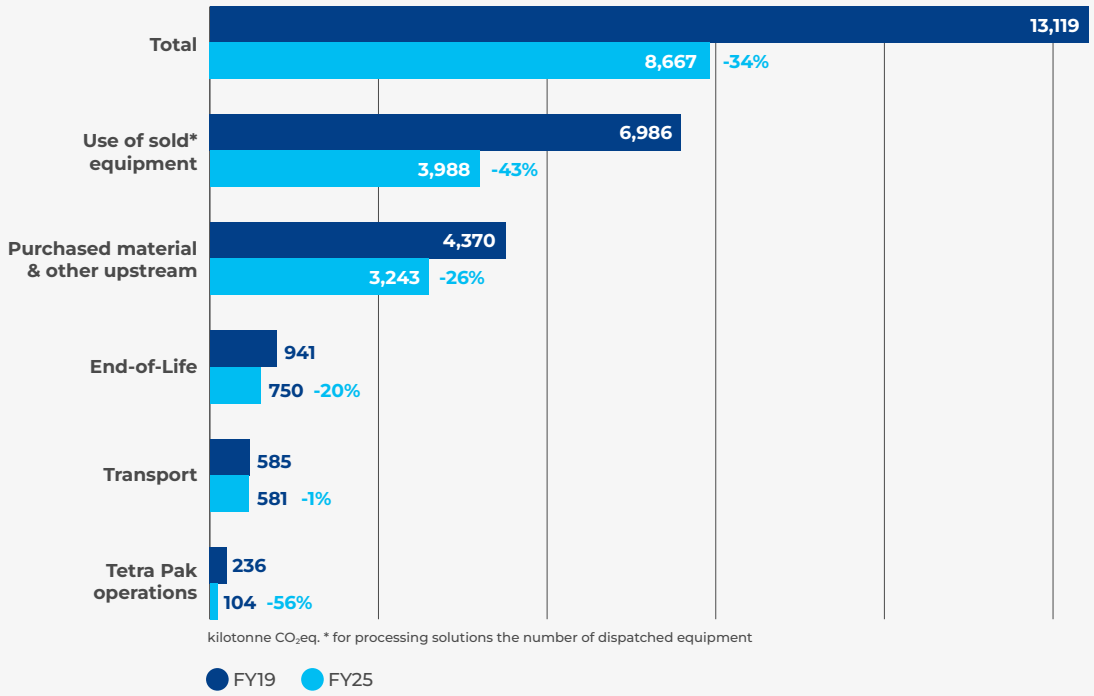
34%
reduction in value chain GHG emissions vs 2019

We are on track to achieve our 2030 GHG emissions target[8] to reduce absolute scope 1, 2 and 3 GHG emissions by 46%. Our priority levers for achieving this are:

- Decarbonising purchased materials
- Decarbonising our own operations
- Decarbonising customer operations
- Decarbonising transportation
- Reducing end-of-life impact

By the end of 2025, we reduced the total absolute GHG emissions across our full value chain by 34% compared with our 2019 baseline. This was primarily driven by strong reductions in our largest value chain categories: Use of Sold Goods and Purchased Goods and Services.

Our emissions performance in 2025:

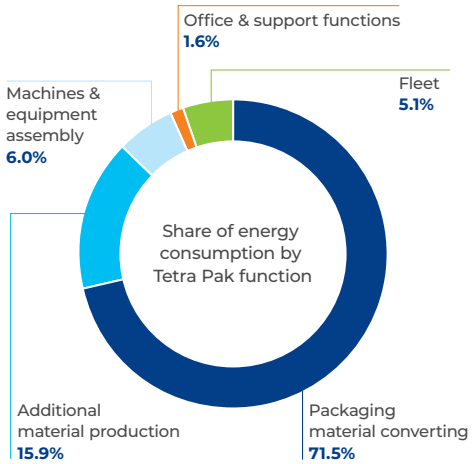


Notable developments included:

- Overall emissions from our own operations (scopes 1, 2 and business travel) are down 56% vs. 2019, keeping us on track to meet our target to reduce emissions by 70% by 2030. This progress, considered together with the impact of the Araucaria land restoration project,[9] means we are on course to reach net-zero GHG emissions for our operations in 2030. Key reduction drivers are efficiency and electrification efforts at our manufacturing sites, the increase in renewable electricity used and a slight reduction in air travel between 2024 and 2025.
- We have increased our share of renewable electricity from 94% to 97% by increasing our electricity generation from Solar PV in Taiwan and securing Renewable Electricity to cover all our operations in Saudi Arabia. Tetra Pak also ensured all operations in Indonesia, Malaysia, Australia, Egypt, Morocco, and Panama.
- Emissions from the use of sold equipment have dropped 43% (13% vs. 2024), linked to an increasing share of modern, high efficiency food processing lines sold.
- Emissions from purchased materials are down 25% (11% vs. 2024), driven by strong supplier collaboration across core material categories and by allocating a greater share of volumes to suppliers with lower emissions.
- End-of-life emissions fell 22%, reflecting a decrease in the volume of food and beverages cartons disposed through landfill or incineration without energy recovery. The reduction in waste to landfill or incineration without energy recovery was even greater — approximately 40% in 2025 vs. 2024
- Transport emissions have returned to similar levels to 2019, following an increase in 2024. We aim to continue to improve these figures by optimising transport distances and reducing the number of shipments dispatched. We will also continue to limit the use of air freight, while acknowledging that when supply chain disruptions occur, additional air freight may be required to mitigate the impacts.

Reducing our operational emissions

We are on track to reach our target of reducing GHG emissions in our own operations in our operations by 70% by 2030, with a reduction of 56% in 2025 against our 2019 baseline. Reductions in 2025 were mainly the result of securing renewable electricity in three more sites (Gotemba, Jurong and Jeddah) combined with ongoing facility and real estate management (FREM) initiatives, such as energy efficiency improvements.



Global energy monitoring

We connected our manufacturing facilities to the Common Energy Monitoring Platform (CEMP). Building on the wealth of data now available, we are using these insights to identify and drive improvements across our operations. The Facility Energy Management Partnership (FEMP) helps bridge the gap between identifying potential savings and implementing them. Following the successful FEMP pilot in China, we continue to see strong results, most recently through baseload optimisation in our Brazilian manufacturing facilities. These efforts have delivered operational improvements that reduce emissions, save energy, extend asset life, and lower maintenance needs.

Direct emissions (scope 1)

Phasing out fossil fuels across our building heating systems remains a priority and in 2025, we made upgrades and replacements at sites around the world. This included removing gas boilers and connecting our site in Hjørring, Denmark to District Heating, electrifying heating systems at buildings in Vancouver, USA, and swapping gas boilers for heat pumps at our sites in Izmir, Turkey and Kunshan, China. At our Kunshan site, we also reduced natural gas consumption by recovering the exhaust heat from our printing process for use across the site.

Indirect emissions (scope 2)

As part of our 2030 Strategy, we aim to source 100% renewable electricity for our global operations by 2030, in line with the criteria of the RE100 initiative which allows the use of Energy Attribute Certificates (EACs) or equivalent instruments. In 2025, renewable electricity accounted for 97% of our global electricity consumption, compared with 94% in 2024.

This latest progress has been made possible by securing Energy Attribute Certificates (EACs) to match our consumption through to 2030 and beyond, particularly in markets such as Japan and Saudi Arabia (see case study on the right), which have traditionally been challenging for procuring these certificates due to limited availability and higher costs. In addition, a new solar photovoltaic installation at our site in Taipei became operational in April 2025, increasing our on-site solar capacity to 15.3MW from 14.7 in 2024.

Our efforts in this area are guided by the RE100, technical criteria, and we are a Gold Member of RE100, the world's largest corporate renewable energy initiative. RE100 brings together companies across sectors such as heavy industry, manufacturing and retail that are committed to helping decarbonise electricity grids by shifting their sourcing practices to renewable energy.

Global car fleet decarbonisation

In 2025, we made further progress in transitioning our car fleet to lower-carbon options, moving away from traditional fossil fuel vehicles. Over the course of the year, we replaced 1,092 company cars, representing 27% of the total fleet, resulting in direct fuel emissions decreasing from 15.8 kt CO_2e to 14.0 kt CO_2e.

For newly leased vehicles, we have introduced country-specific carbon-emission thresholds based on market conditions and the availability of low-emission options. The fleet team ensures compliance with these thresholds.

27%

of fleet replaced with low carbon vehicles

Renewable electricity consumption and on-site solar photovoltaics (PV) capacity in Tetra Pak operations

	2019 (baseline)	2023	2024	**2025**	Δ% 2025 vs. 2024
Percentage renewable electricity consumption in Tetra Pak operations	72%	89%	94%	**97%**	2.9%
On-site solar photovoltaics (PVs) capacity in megawatts (MW)	2.7	12.7	14.7	**15.3**	3.9%

Case Study

A new renewable electricity milestone unlocked at our Jeddah factory

Our operations in Saudi Arabia celebrated a major step forward in 2025 when our Jeddah factory successfully secured 18,256 MWh of Renewable Energy Certificates, meaning that all the electricity powering the site is now derived from renewable sources. This achievement means that our scope 2 market-based emissions Saudi Arabia will now be zero, in line with our RE100 commitment to source 100% renewable electricity.

Until recently, Saudi Arabia was considered a challenging market for procuring renewable certificates due to limited availability and high costs. The success of the project also demonstrates our ability to overcome barriers and deliver results in complex markets.

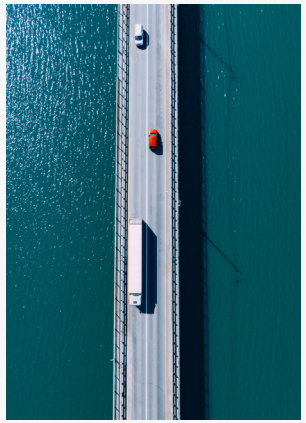
Decarbonising transport and logistics

Inbound and outbound transportation is responsible for 7% of our total value chain GHG emissions. In 2025, we developed a plan to decarbonise operations linked to the transport of our products. This has allowed us to establish a unified approach to data-gathering, ownership and the implementation of decarbonisation initiatives across all parts of the company.

Case Study

Smart switches cut logistics emissions

In 2025, our Services Supply Network (SSN) launched several new initiatives that helped reduce emissions related to logistics while saving costs and reducing waste. Switching from air to road freight, as piloted between Lund and Modena this year, is expected to save up to 1,300 tonnes of CO_2 annually.[10] Elsewhere, both emissions and operator time are being drastically reduced by sending returned parts directly to regional centres without the unnecessary step of routing through Lund. And driven by our World Class Manufacturing principles, we're also reducing waste by reusing void fill from our suppliers in outbound packages, giving undamaged pallets another life. All these initiatives build a compelling case for our customers and encourage them to make sustainable choices with us.



Business travel-related GHG emissions

Our target is to reduce business travel-related GHG emissions by 50% by 2030 from a 2019 baseline. Business travel in 2025 reduced by 36% against 2019 and we continue to adapt our travels to meet this target.

36%
reduction in business travel emissions vs 2019

Reducing our upstream emissions

Working with our suppliers

Our upstream GHG emissions include those related to the production of the goods we purchase, such as liquid packaging board, aluminium and polymers. These accounted for 37% of our GHG emissions in 2025. We engage with our suppliers to identify opportunities to reduce emissions in their operations throughout their supply chains, including through data collection, supplier engagement programmes and collaboration on lower-carbon materials. To reach our 2030 SBTi target of 46% absolute emissions reduction across the entire value chain (scopes 1, 2 and 3) compared to a 2019 baseline, we set a target to reduce emissions from our purchased base materials by 50% by 2030.

We also request that prioritised suppliers in our Join Us in Protecting the Planet initiative (JUIPP) set a target certified against the SBTi's Corporate Net-Zero Standard to limit global temperature rise to 1.5°C and drive decarbonisation together.

Read more about JUIPP in our Spotlight here

How base materials help create a lower-carbon carton

As of 2025, we reduced the absolute climate impact from our base materials (scope 3.1) by 25% compared to 2019. This is mainly driven by improvements made together with our aluminium and polymer suppliers and by allocating a greater share of volumes to suppliers with lower emissions. Aluminium foil and liquid packaging board suppliers in particular achieved meaningful decarbonisation by increasing their use of renewable electricity, improving efficiency in their own operations and sourcing lower emission input materials.

Plant-based polymers in packaging

Plant-based polymers accounted for approximately 8% of the total plastic we purchased in 2025. We are constantly expanding our plant-based polymers offer to new packaging solutions, giving our customers the opportunity to deploy sustainable innovations with lower carbon footprint compared with solutions containing fossil-based polymers. In 2025, we introduced three new products that use plant-based polymers: Tetra Rex® 2000 B Mid in the Netherlands; Tetra Top® 150 Mini in Italy; and Tetra Brik® Aseptic 1000 Mid DLC in Germany.

Read more about our use of polymers here

The carbon footprint story of cartons

All packaging has a carbon footprint but some options have a reduced environmental impact compared to others. Cartons are primarily made from paperboard, a renewable material that can be replenished when sourced responsibly. Multiple Life Cycle Assessments indicate that paper-based cartons have a lower carbon footprint than single-use, fossil-based plastic packaging in the dairy and juice categories.[11] Learn more on our **website**.

Creating value for customers

As the majority of the GHG emissions in our value chain come from the use of our equipment, we must optimise efficiencies for customers in order to meet our climate goals. In 2025, the climate impact of the use of the equipment we sold that year was 43% lower compared to the equipment sold in our 2019 baseline year.

The lines we sell are changing in response to market demand, meaning that the equipment we provide to our customers today is substantially more complex and efficient than in 2019. In addition, we are seeing a clear shift towards modern solutions such as OneStep and Direct UHT which can significantly reduce our customers' environmental footprints as well as their costs.

Read more on driving smarter sustainability in customer operations

Sustainability is integrated throughout our portfolio. Our aim is to continually enhance energy efficiency and reduce the emissions intensity of our solutions, recognising that significant impact often comes from upgrading entire lines and processes and not merely isolated technologies. As sustainability maturity varies across markets, we customise our approach for different customer groups and regions.

While we do not set explicit sustainability targets for specific segments or regions, we consistently position and promote more efficient solutions at every opportunity and steer our portfolio accordingly. Regular engagement with customers and external experts helps us stay informed about evolving expectations and ensures our offerings remain aligned with their sustainability priorities.

To remain competitive and profitable, our customers must address all costs, not the least those related to emissions and utility usage. To do so, they assess Total Cost of Ownership (TCO), a measure that assesses the total lifecycle cost of a system by considering material, product and operational costs, as well as the cost of its outbound value chain. In 2025, we took decisive steps to embed a TCO mindset across the company. This includes the integration of sustainability benefits into TCO considerations, ensuring alignment between environmental impact and financial performance. Learn more about how we're embedding sustainability excellence across our customer operations here.

We believe companies that place sustainability at the centre of their operations gain a distinct competitive advantage. In 2025, customers realised tangible sustainability benefits through the use of our solutions, including improved efficiency, lower costs and reduced carbon footprints. Some key examples are collected on the next page.

Total Cost of Ownership (TCO) is a measure to assess the total lifecycle cost of our customer's systems and the value chain costs

Material Cost	Operational Cost	Product Cost	Outbound value chain cost
Sustainability fee	Other Operational Costs	Sustainability fee	Post Use
Inbound logistics	Waste (Product & Material)	Inbound logistics	Consumer
Secondary packaging material	Utilities & Consumables	Raw materials and ingredients	Retail
Primary packaging material	Capital (Direct & Working)		Distribution
	Labour		
	Maintenance (Spare parts and labour)		

Reducing fossil fuel reliance with high-efficiency heat pumps

Pasteurisation is a critical process for food safety and quality, yet traditional systems are energy-intensive, typically relying on fossil fuels for heating and electrical chillers for cooling. The new Tetra Pak® Integrated Heat Pump system builds on our existing pasteurisation technology by introducing a high-efficiency electric heat pump that recovers and reuses heat from the pasteurisation process. For every 1 kWh of electricity used, the system can recover up to 2 kWh of otherwise wasted heat – making it up to three times more efficient than a traditional boiler.[12] When applied to the large scale pasteurisation processes of a typical dairy line in France, this translates to a potential annual saving of €230,000 in operating expense and 650 tonnes in carbon emissions.[13]

Delivering up to 25% energy savings with simplified homogenisation

In 2025, our experts reimagined traditional homogenisation by combining the first and second stages of the process into a single device. The simplified HD21 homogeniser enables up to 25% energy saving compared to a conventional device.[14] It also requires fewer parts, reducing both the initial investment and long-term maintenance costs for our customers.

Reducing emissions and energy costs at factory level

Complementing our resource-efficient equipment and services portfolio, our Factory Sustainable Solutions focus on optimising energy, water and cleaning chemical consumption at a factory level for customers. We are collaborating with innovative technology partners to improve energy efficiency and reduce reliance on fossil fuels. By powering food processing lines with recovered waste heat and solar thermal energy, these solutions provide significant environmental and cost benefits.

Case Study

Supporting Mengniu in their decarbonisation journey

For decades, Tetra Pak China has been supporting Mengniu, one of China's leading dairy manufacturers, in accelerating their transition toward more sustainable food production. Mengniu's fully intelligent dairy factory in Ningxia was co-designed with Tetra Pak using our digital platform and advanced processing technologies. In 2024, this state-of-the-art plant was recognised by the World Economic Forum as a Lighthouse Factory, acknowledging its innovation and leadership in advanced manufacturing.

Our collaboration has always been grounded in a shared ambition to reduce environmental impact while supporting long-term growth. In 2025, we continued working together to develop and scale solutions that help lower energy use, optimise water consumption and support long-term decarbonisation across Mengniu's operations. A key milestone has been the rollout of 34 Tetra Pak OneStep technology lines across all 17 Mengniu plants.

Compared with conventional dairy processing - which typically requires multiple heating and cooling steps including pasteurization - OneStep Technology integrates separation, standardisation, heat treatment and cooling into a single, continuous process, eliminating the standalone pasteurization stage. This not only streamlines production but reduces energy consumption relative to industry norms, reinforcing Mengniu's position as a leader in adopting resource-efficient processing solutions.

The impact has been substantial. Across 34 lines, the customer avoided about 27 kilotonnes of CO2e climate impact annually compared to using a standard UHT line, creating a measurable contribution to its climate goals.[15] Our collaboration demonstrates how innovation and sustainability can work together to improve environmental performance while supporting efficient, reliable production and maintaining high product quality and food safety standards.

"Around the world, food and beverage manufacturers are navigating unprecedented decarbonisation pressures, from rising energy costs to tightening regulatory requirements. Our partnership with Tetra Pak helps us address these challenges at scale, benefiting from their technological expertise and commitment to long-term sustainability. Together, we can continue advancing solutions that strengthen operational efficiency while reducing environmental impact."

Mr. FAN Zhensheng
GM of Mengniu Ambient BU Supply Chain Center

Spotlight story

Turning risks into opportunities through our climate and nature assessment

According to recent estimates, 55% of global GDP is generated in sectors that depend on nature[16] and is therefore exposed to risks arising from the disruption of the services provided by nature. At the same time, the climate crisis costs the world 12% in GDP for every 1°C rise in temperature.[17] There is a real need for businesses to accurately assess these risks, build effective roadmaps for action, and ultimately turn challenges into opportunities for long-term value creation.

We understand that climate and nature are interlinked and that it's critical for us to consider the risks and opportunities for both holistically. In 2025, we completed our first climate & nature risk and opportunity assessment in collaboration with external consultancy Guidehouse. The assessment identified significant opportunities to advance a nature-positive and resilient business model across our operations and value chain. The scope of this analysis included our upstream value chain, own operations and downstream value chain for our Packaging Solutions, Processing Services and Equipment and Services businesses

Methodology

Having already completed a double materiality assessment (DMA), we were able to build on this to prioritise risks[18] and opportunities[19] specific to climate and nature. Physical risks include extreme weather events, droughts and biodiversity loss, all of which have the potential to disrupt operations and supply chains. Transition risks relate specifically to the challenges we might face in shifting to a lower-carbon economy. These include reputational considerations and changes in regulation as well as customer preferences. The full risk profile is underpinned by considerations on business resilience, based on scientific evidence and projections related to three climate and nature scenarios across three timelines,[20] as well as socioeconomical and policy context. The long-term horizon end-year was set to 2050, which is the target year of our long-term net-zero-goal, in line with the EU's climate-neutrality objective. The climate and nature scenarios and time horizons selected determined the context and circumstance in which the risk or opportunity would begin to have a material impact on our business.

Findings

- Most risks are encountered in the upstream part of our value chain and relate to the sourcing of raw materials. Many of our base materials come from sectors that are particularly vulnerable to impacts from changes in ecosystem services and climate regulation, such as forestry and agriculture. Our efforts to address these challenges focus on strengthening our engagement with suppliers.
- Our own operations are also vulnerable to climate physical risks, such as water stress, heat, wind and floods. Site climate adaptation will therefore be key to improving the resiliency of our sites in a changing environmental landscape.
- There are also potential long-term risks in our downstream, particularly decreased revenues from reduced dairy packaging demand due to lower dairy yields from climate change impacts.
- Transition risks are increasing as regulation evolves, especially in areas such as forestry and carbon pricing.

"Our integrated climate and nature assessment is an opportunity to provide a clear view of the risks that could disrupt our operations, supply chain and long-term performance. Understanding climate and nature-related risks across multiple future scenarios is essential to safeguarding our business. By embedding the insights from this assessment into our decision-making processes, we can help anticipate disruption, build resilience across our value chain and make more informed choices that protect long-term value and returns."

Francesca Priora
VP Climate and Nature

Nature

Why it matters

Global food systems and our value chain are heavily reliant on the services provided by nature. Many of these essential services are now at risk, with potentially significant negative impacts on human wellbeing.

Our ambition

Work with our own operations, suppliers and customers to reduce the impacts of our value chain on nature and to restore landscapes, in order to contribute to the halting and reversing of nature loss and the achievement of global water resilience.

Material ESRS sub-topics covered

E2: Pollution, including Pollution of water

E3: Water, including Withdrawals and Water consumption

E4: Biodiversity and ecosystems, including Drivers of biodiversity and ecosystem change, State of species, The extent and condition of terrestrial and marine ecosystems and Ecosystem services

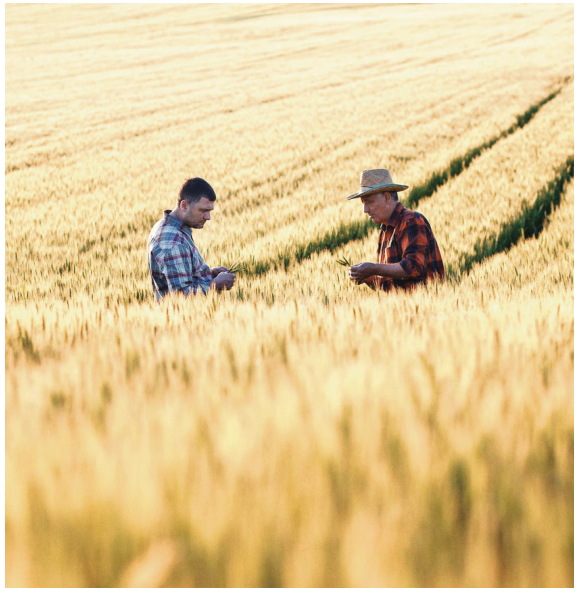
SDGs

Sustainability context and global influences in 2025

Food systems are essential for human survival, and they, in turn, depend on nature and the ecosystems it provides. At the same time, food systems exert significant pressure on Earth's planetary boundaries[1] – the critical environmental thresholds within which humanity can safely operate. Agriculture uses half of the world's habitable land, is responsible for around 70% of freshwater withdrawals[2] and is the leading cause of biodiversity decline, threatening 86% of species at risk of extinction.[3]

Countries around the world are acknowledging the urgency of addressing nature loss. Most notably, the Kunming-Montreal Global Biodiversity Framework (GBF), also known as the Biodiversity Plan, was adopted at COP15 in December 2022, calling for urgent action to halt biodiversity loss and put nature on a path to recovery by 2030.[4]

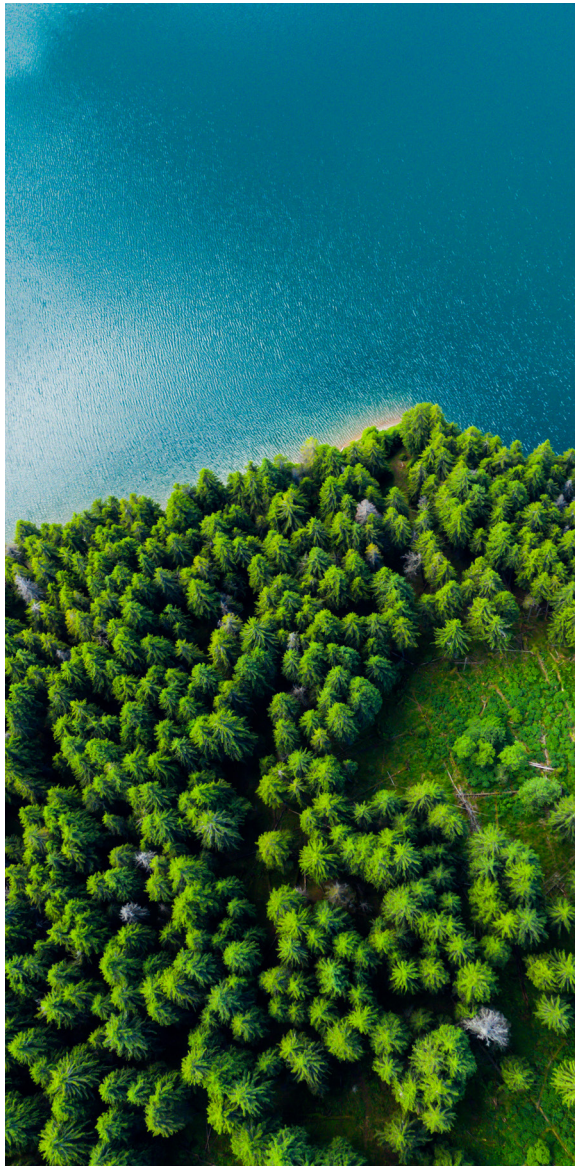
Policies and regulations to protect nature are accelerating as biodiversity loss and water scarcity gain recognition among businesses and governments. For example, the EU Deforestation Regulation on Products (EUDR) bans the import of commodities linked to recent deforestation, including cocoa, coffee, soy, beef, timber, palm oil and rubber. The regulation requires producers to prove deforestation-free sourcing to sell or export these products, and compliance will be mandatory from 31 December 2026. Meanwhile, voluntary initiatives such as the Science Based Targets for Nature (SBTN) and the Taskforce on Nature-related Financial Disclosures (TNFD) are also gaining traction.



Ecosystem services categories[5]

1. Habitat creation and maintenance
2. Pollination and dispersal of seeds and other propagules
3. Regulation of air quality
4. Regulation of climate
5. Regulation of ocean acidification
6. Regulation of freshwater quantity, location and timing
7. Regulation of freshwater and coastal water quality
8. Formation, protection and decontamination of soils and sediments
9. Regulation of hazards and extreme events
10. Regulation of detrimental organisms and biological processes
11. Energy
12. Food and feed
13. Materials, companionship and labour
14. Medicinal, biochemical and genetic resources
15. Learning and inspiration
16. Physical and psychological experiences
17. Supporting identities
18. Maintenance of options

We have undertaken a nature-related impact assessment to better understand both our dependencies and impacts on ecosystem services. Further details can be found here.



Tetra Pak's role and approach

Food systems, and the value chains that support them, are highly dependent on nature and the services it provides, making them vulnerable to nature loss. As a leading food processing technology and packaging solutions company, we have a responsibility to take action for nature and be accountable for our impacts on it.

In line with Target 15 of the GBF we used a structured, multi-stage process to identify material biodiversity impacts across both our direct operations and our value chain. All our production sites were geolocated and a conservative materiality screening was conducted using SBTN's Materiality Screening Tool. Production sites were prioritised based on water-use data and State of Nature indicators. Across the upstream and downstream value chain, a high-level biodiversity footprint was estimated using SBTN materiality ratings for relevant activities. The assessment applied ENCORE's materiality framework, evaluating dependencies across 21 ecosystem services.

Assessment findings

Own operations

Water use is the most significant driver of material nature impacts in our own operations, affecting **32 sites, with 13 classified** as high-risk for freshwater ecosystems

Supply chain

Our supply chain is both dependent on nature and responsible for the largest share of impacts in our value chain, with land use accounting for around **90%** of this

The production of paperboard has a significant land use footprint and is responsible for around **80%** of our upstream nature impact

Most of the fibre we use is sourced from areas with **lower forest intactness,**[6] though some comes from biodiversity-rich or intact regions where due diligence is important

Sourcing for our **raw materials** encompasses regions with diverse biodiversity profiles and differing levels of forest intactness. To help safeguard forests, all Tetra Pak paperboard comes from wood sourced from forests certified to FSC™ standards and other controlled sources.

Downstream

Downstream, transport and distribution and end-of-life stages contribute materially to multiple biodiversity pressures, including **GHG and non-GHG emissions,** disturbances, nutrient and toxic pollutant releases and invasive species

Aligned with these findings, we identified biodiversity and ecosystems, water management and pollution to water as material topics for our business in our DMA. Recognising the interconnections between nature and climate, we have developed an integrated approach to Climate and Nature Risk Management. Being similarly conscious of potential impacts on people, our actions in these areas are carried out with respect for human rights.

In light of this, our ambitions are to:

- Contribute to reversing and halting nature loss by reducing the negative impacts of our value chain on nature and by supporting land restoration.
- Support global water resilience by reducing the negative impacts on local water resources and working to solve shared water challenges in at-risk basins[7] across our value chain.
- Work with suppliers and customers to reduce the negative impacts of food value chains on nature, contributing to more secure, resilient and sustainable food systems.

Our pioneering Approach to Nature framework was developed to provide measurable, quantitative targets and practical actions that will help us achieve these ambitions.

Nature-related impacts in our value chain

To better understand and address nature-related impacts in our value chain, we have mapped the impact generated by production processes in our supply chain on biodiversity and ecosystem services.

In our nature assessment process, in addition to SBTN Materiality Screening Tool and ENCORE database, we applied lifecycle assessment (LCA) and input-output analysis tools to deepen the understanding of our contribution to pressures on biodiversity. The result of this analysis is presented in the illustration opposite, which shows the relative contribution to each pressure per category of material or service. It also shows the biodiversity impact as total percentage of contribution to the assessed pressures per category of material or service.

The nature impact assessment showed that our activities contribute significantly to the pressures on biodiversity, with the primary driver being land use related to our sourcing of paperboard. In combination with the dependencies on ecosystem services in the upstream value chain, these results underline the importance of safeguarding forest ecosystems and ecosystem services to ensure the continuity and resilience of our supply chain and maintain our ability to provide people with access to safe food.

As part of the assessment, we also evaluated our water footprint, from a quality and quantity perspective, across our value chain. The most significant water consumption impact comes from our supply chain, as well as from water used by the processing equipment we sell to customers.

Pressures on biodiversity

Category of material or service	Land, water and sea use	Water use	Nitrogen pollution	Phosphorous pollution	Climate change	Biodiversity impact
	Relative contribution					
Paperboard	>80%	60%–79%	40%–59%	40%–59%	20%–39%	60%–79%
Plastics, polymers and plant-based plastics	<5%	5%–9%	10%–19%	10%–19%	20%–39%	<5%
Aluminium foil	<5%	<5%	<5%	<5%	20%–39%	<5%
Pallets, crates and cardboard	<5%	<5%	<5%	<5%	<5%	<5%
Steel and metals	<5%	<5%	5%–9%	5%–9%	<5%	<5%
Ingredients	<5%	<5%	<5%	<5%	<5%	<5%
Inks and chemicals	<5%	<5%	5%–9%	5%–9%	<5%	<5%
Energy supply	<5%	<5%	<5%	<5%	<5%	<5%
Other activities[3]	<5%	5%–9%	10%–19%	10%–19%	10%–19%	<5%

Key: Relative contribution to nature pressures

<5%	5%–9%	10%–19%	20%–39%	40%–59%	60%–79%	>80%

Approach to nature

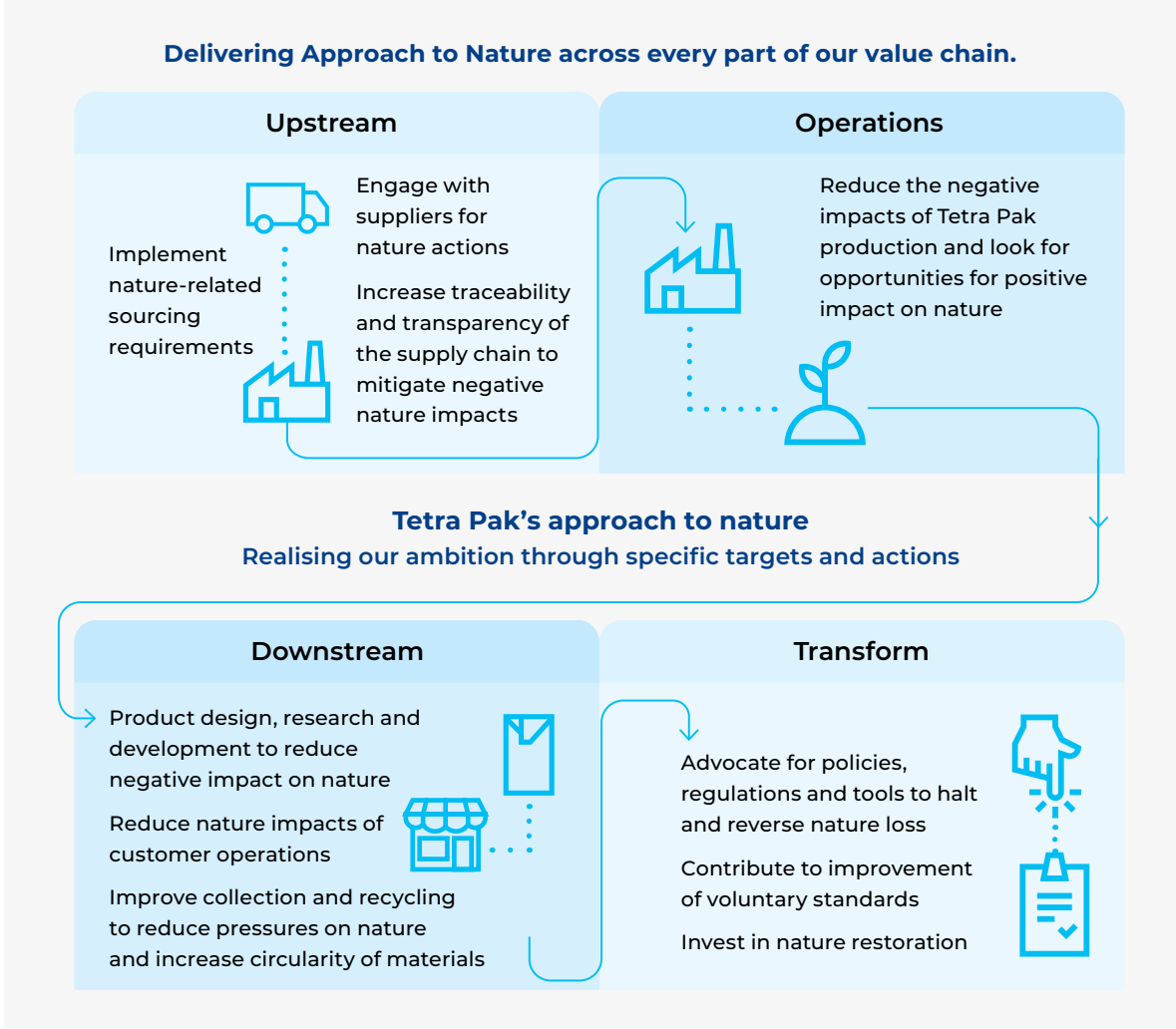
Launched in 2024, our Approach to Nature framework is a comprehensive plan outlining our contribution to halting and reversing nature loss while improving water security. It takes into consideration international guidance and frameworks, such as the EU Biodiversity Strategy and GBF, as well as other relevant policies, such as the EUDR. The framework was developed in recognition of the urgent need to take action to address environmental pressures affecting ecosystems from which our materials come from. It cemented our longstanding commitment to environmental stewardship and set out a clear ambition to play a pivotal role in shaping a nature-positive future by 2030.

With measurable targets that cover not only our own operations, but also those of our customers and suppliers, as well as impacts related to packaging end-of-life, the Approach to Nature framework defines our integrated approach. Reflecting this, the content in this chapter follows its four pillars. Within these pillars, we also highlight the cross-cutting impacts, risks, and opportunities for nature-related material issues across the value chain.

In 2025, we initiated an update to the Approach to Nature framework to ensure relevance in a rapidly evolving geopolitical landscape, acknowledging new trends and challenges that are shaping our industry. As part of this, we have introduced new or evolved targets based on increased understanding of, or changes undergone in, specific areas. These updates are included in our reporting of 2025 progress against all targets in this report.

We've also reviewed the framework against the findings of our September 2025 Climate and Nature Risk and Opportunity Assessment, and January 2025 ESRS E4 impact and dependency assessment, carried out to accurately map the risks across our value chain while identifying opportunities to advance a nature-positive business model that builds resilience across our operations and value chain.

This update of our Approach to Nature establishes continuity with our sustainability agenda – a core pillar of our strategy – and represents a further step in delivering on our ambition on nature.



Progress against our targets and commitments

Related material topics	Targets	Value chain location	2025 progress summary
Biodiversity and ecosystems	All our production sites have done a nature assessment and have an action plan in place by 2025	Own operations	• In 2025, 2 pilot sites (Lund, Sweden, and Monte Mor, Brazil) completed a nature assessment and have action plans in place. • Although significant progress was made in this area, the target for all sites to have conducted such an assessment by 2025 was not met. • We have updated this target to extend the timeline and focus on priority sites where we can make the most impact. • New target: All high-priority[8] Tetra Pak production sites (20 high-priority sites out of 44 sites in total) are expected to complete a nature assessment and have an action plan in place by 2027.[9] • Tetra Pak has developed a prioritisation process to decide which sites are highest priority for nature. Sites have been scored using a selection of nature-related metrics, including site area, water risk, biodiversity intactness, threatened species richness, protected areas and key biodiversity areas overlap. • Tetra Pak will review these action plans in 2027 to determine roadmaps for their implementation.
	By 2025, all of our supply base has been included in assessment of nature impacts and is subject to nature-related procurement requirements	Upstream	• Target achieved. All of our supply chain has been included in a high-level assessment of nature-related impacts, and we have prioritised the most impactful categories of suppliers for further engagement. • We launched a new version of our Code of Business Conduct for Suppliers in March 2025 which includes specific requirements related to assessing and mitigating impacts on nature. • Internal action plans guiding our work with prioritised suppliers are in place.
	By 2025, 100% of our raw materials with the most significant land footprint[10] will originate from certified or controlled sources	Upstream	• Target achieved for paperboard (100% FSC[11] certified and other controlled sources) and plant-based polymers (100% Bonsucro certified). In 2025 Tetra Pak sourced 72 % of aluminium foil volumes as ASI Aluminium. • From 2026 onwards, this target will be replaced with new targets specific to paperboard, plant-based polymers and aluminium, reflecting the different levels of progress for each. • New target: Tetra Pak will continue to source 100% of its paper-based materials[12] from FSC-certified and other controlled sources. • New target: We will continue to source 100% of our plant-based polymers as Bonsucro-certified material.[13] • New target: We will continue to source 100% of aluminium foil from suppliers certified to the Aluminium Stewardship Initiative (ASI) Performance Standard and, from 2026, source over 90%[14] of aluminium foil as ASI Aluminium.[15]

Progress against our targets and commitments
continued

Related material topics	Targets	Nature Approach pillar	2025 progress summary
Biodiversity and ecosystems	By 2025, we will use geographic information to verify the deforestation-free status of 100% of the paperboard and plant-based polymer in our products	Upstream	• During 2025 we have increased traceability in the value chain for raw materials with the most significant land footprint (for more information on progress on traceability, please see p. 73, Traceability target). • The target was not met due to a lack of geographical data on origin of sourced material. Progress on traceability made during 2025 will enable us to conduct additional assessment of deforestation free sourcing • Going forward, we will use available geolocations as part of ascertaining that sufficient due diligence was exercised, with tools to be evaluated and selected. Final EUDR requirements will form part of the basis for decision-making and the selection criteria. • New target: By 2027, we aim to use geographic information to conduct additional assessment of deforestation-free sourcing in high-priority locations.[16]
	By 2027, 100% of our high-impact suppliers[17] will have assessed their material impacts on nature and are implementing actions to reduce negative impacts[18]	Upstream	• In 2025, 42% of our suppliers had conducted and shared a nature assessment and 8% had shared an action plan to address their material impacts.
	By 2030, 80% of high-impact suppliers will have reduced their negative nature impacts as quantified with an external, science-based initiative[19]	Upstream	• Introduced in 2024, this target has yet to yield significant supplier reporting. During 2025 we engaged with suppliers to support effective action plans and progress toward reduced impacts by 2030.

Progress against our targets and commitments
continued

Related material topics	Targets	Nature Approach pillar	2025 progress summary
Biodiversity and ecosystems	By 2025, we will reach full traceability to the point of production[20] for 100% of our suppliers of the raw materials with the most significant land footprint	Upstream[21]	• We reached full traceability to first point of production for 29.4% of our suppliers of paperboard, alufoil and renewable polymers combined in 2025. The calculations are based on volumes traceable per supplier and total volumes of these three materials. • In 2025 we increased traceability on alufoil to 100 % to first point of production. Biopolymer traceability was improved, tracking production to sourcing area (municipality level) for 100% of the sourced biopolymer. • For the paperboard supply chain, we actively engaged with our suppliers to enhance the traceability of our product to 100% at the country level and 25.1% to first point of production. We progressed in this work in spite of challenges in obtaining detailed traceability information due to uncertainties in granularity of information as required under EUDR. • With a better understanding of the challenges in this area, we have updated this target to extend the timeline for completion and to focus on high priority areas. • New target: By 2027, we aim to achieve traceability to the production unit of origin[22] or sourcing area[23] for 100 % of the paper-based materials[24], aluminium foil and plant-based polymers that we source from high-priority locations.[25]
	By end of 2025, we will implement an external engagement plan to support policies, regulations and tools to halt and reverse nature loss	Transform[26]	• We continued to demonstrate our nature work and talk about the importance of policy and tools considering nature in business at several high-level policy events. Nature is included in our external engagement plan. • Specific examples of external engagement in 2025 included hosting a workshop European Business & Nature Summit on the operational complexities of turning a nature strategy into tangible nature action as well as sessions at COP30 on the importance of the bioeconomy, accelerating climate and nature transformation and nature in supply chains. • We are also members of several voluntary associations, standards and alliances. Read more in Partnerships and recognition here
	Restore 7,000 ha of land by 2030	Transform	• The Araucaria Conservation Programme is on track to deliver our 2030 target, with a total of 3,205 ha of land under restoration since 2022 of which 1,638 hectares were added in 2025.

Progress against our targets and commitments
continued

Related material topics	Targets	Value chain location	2025 progress summary
Biodiversity and ecosystems	By 2030, key voluntary standards and initiatives that we utilise will demonstrate nature benefits	Transform	• We contributed to an initiative to fast-track Biodiversity Assessments of FSC certified forests, with the aim to evaluate the biodiversity value associated with FSC forest management verification and strengthen the monitoring of forest biodiversity in certified forests. • The external project reported evidence of biodiversity improvements linked to FSC-certified forests in Brazil, Finland and Sweden. • New target: Tetra Pak actively engages and supports the development of key voluntary standards with the aim of making a meaningful contribution to the benefits of such standards on nature.
Water management	We will achieve a 35% water withdrawal reduction across our production sites by 2030 compared to 2019	Own operations	• In 2025, our total water withdrawal from sites in scope of our water target was 1,657 ML, a 21% reduction versus our baseline (2019) volume of 2,097 ML.
	By 2025, all our production sites will have established a water balance, where withdrawals and discharges are identified for quantity and quality	Own operations	• Target to 2025 achieved for water quantity and partially achieved for water quality. • All our production sites have an established water balance including information on quantities of water withdrawals and water discharge. For information on water quality (including information on standard pollutants and treatment levels) 37% of sites completed their reporting in 2025. We have now set a new target that focuses on quality: • New target: By 2027, our targets is for all Tetra Pak production sites to identify, monitor and report wastewater discharges for quality.[27]
	By 2025, 100% of our high-water-impact suppliers[28] will report on water use and quality	Upstream	• In 2025, 100% of the suppliers responded with water withdrawal data. This is up from 78% in 2024 • For water quality data, only paperboard suppliers are asked to report and the reporting rate was 95 % in 2025 (up from 65% in 2024). • For 2026 onwards, we have updated this target to focus on action and actual reductions of water withdrawal. • New target: By 2030, we aim to reduce total water withdrawal intensity at high-water-impact supplier sites[29] by 10%, compared with the 2026 baseline

Progress against our targets and commitments
continued

Related material topics	Targets	Value chain location	2025 progress summary
Water management	Achieve a 50% reduction in water use in best practice processing lines by 2030 compared to 2019	Downstream	• We have achieved a reduction of 42% in average in water use of the Best Practice Processing Lines.
	By 2030, double the sales of services solutions enabling sustainability gains, compared to a 2022 baseline. This target previously extended to our Processing equipment portfolio, which has since been revised, as tracking of a selective subset of the portfolio does not accurate reflect the total sustainability contributions of our solutions	Downstream	• We are working across our businesses to increase the sales of our sustainable portfolio. • This goal previously included Equipment as well as Service Solutions. This component was removed in 2025 because defining and tracking a selective “sustainable” subset of the portfolio did not accurately reflect how sustainability is embedded across our full offering.
Pollution of air and water	By 2030, our production sites will have achieved a 50% reduction of volatile organic compound (VOC) emissions compared to 2019	Own operations	• We have achieved our goal with a 57% decrease in VOC emissions compared to the 2019 baseline but will continue reporting performance in this area on an ongoing basis. This reduction is mainly driven by new techniques (solvent free pre-press) used in our packaging material factories, which replace high solvent use processes with alternative solvent free solutions.

Please see our Sustainability performance data pages for more detail on methodology and calculations.

Upstream

The upstream pillar of our Nature Approach includes everything related to the goods and services that Tetra Pak purchases and the impacts, risks and opportunities related to all three nature-related material topics identified in our DMA: biodiversity and ecosystems, water management and pollution to water.

Traceable and certified raw materials

Deforestation is a key driver of nature loss and a risk to our business. Our due diligence process includes a risk assessment, regular engagement with our suppliers and verification that 100% of the paperboard we procure comes from FSC certified forests and other controlled sources. In 2025, we sourced around 1.9 million tonnes of paperboard. Based on our due diligence and the certified and controlled origin of products sourced, we achieved our commitment to source only from deforestation-free areas for 100% of the paperboard we sourced in 2025. To verify that all the paperboard in our packages comes from FSC certified forests and other controlled sources, all of our suppliers and our own facilities are third-party certified with FSC Chain of custody certification. Our suppliers are also required to report annually on the paper mills, tree species, certification status and origin of the wood fibre used in the paperboard supplied to us. The plant-based polymers we use are all Bonsucro-certified.[30] With regard to aluminium, we work continuously with existing and new suppliers to target 100% of aluminium from ASI certified sources. Due to possible delays or the onboarding of new suppliers, we can't guarantee 100% fulfilment at every given point in time, but any non-certified aluminium must always meet our minimum sourcing requirements as defined in the Tetra Pak Code of Business Conduct for Suppliers. Suppliers of plant-based polymer and alufoil are also required to report on origin, including the location of mines and the location of mills.

Finally, our raw material supply chains are associated with nature-related impacts linked to land degradation,[31] water use and pollution across soil, air and water. These risks stem from nutrient runoff from agricultural and forestry operations and may contaminate groundwater. Read more about nature-related risks in our upstream value chain here.

We work proactively with suppliers to address these impacts. When it comes to ensuring traceability, we use certification standards including FSC, Bonsucro and the ASI, which include requirements related to pollution as well as the impacts of forestry, sugarcane and aluminium production. In 2025 we have focused specifically on further increasing access to traceability information in light of updates to our target in this area [link to relevant page of Performance table] and to build open and sustained dialogue with our suppliers on this topic. We are also closely monitoring the forthcoming EU Deforestation Regulation and have put in place processes and controls to prepare for regulation.

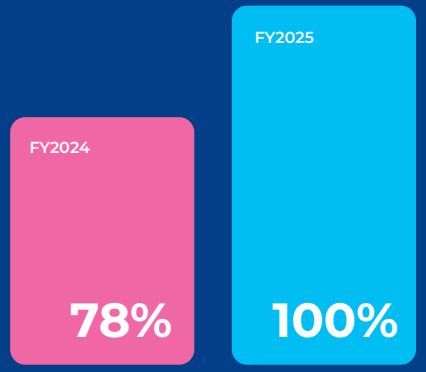
Read more about how raw materials are used in our packaging and how we engage with suppliers.

We achieved our commitment to source only from deforestation-free areas for 100% of the paperboard we sourced in 2025

Water management in our supply chain

We work proactively with our suppliers who have the highest water impact to understand and track their withdrawal rates, allowing us to exert influence where it matters the most when it comes to water use in our supply chain. Our primary method of data collection is through our annual water questionnaire. In 2025, we sent this to our high water impact suppliers[32] with a 100% response rate. This information was supplemented by responses from our paperboard suppliers to a separate water quality data questionnaire that we sent out with a 95% response rate. By focusing on our highest water-impact suppliers, we can better understand upstream impacts on water and focus our engagement where it is needed most.

Supplier water data reporting achieved 100% coverage



Case Study

Feeding the future means rethinking water

Safe access to clean water is central to shaping a future where generations to come will have safe and widespread access to nutrition without placing an unsustainable strain on the planet's resources.
Our Approach to Nature sets a clear ambition to reduce freshwater consumption across our whole value chain. As most of our impact in this area comes from outside our direct operations, collaborating with suppliers, customers and other stakeholders is vital. We also use science-based frameworks to guide our efforts in this area. We also use science-based frameworks to guide our efforts in this area and have achieved an A- rating on CDP's water disclosure questionnaire for three years running.

Water connects to multiple other sustainability issues. For example, reforestation improves water quality and reduces flood risks, while equipment that is more energy efficient will often use less water too. This interconnectedness is fundamental to how we have developed our Nature Approach. It also underlines the importance of water stewardship in building resilient food systems, communities and businesses.

Read more

Driving progress with our suppliers

As a business, we purchase products and services from thousands of suppliers globally. Some categories of suppliers, however, have more substantial impacts on nature and surrounding communities and are therefore prioritised in our impact management efforts. Our new Supplier Code, launched in March 2025, includes specific requirements related to biodiversity and ecosystems as well as water. Suppliers are expected to assess whether they have actual or potential impacts on nature and, where such impacts are identified, put in place measures to prevent, manage or minimise them. We also collaborate closely with suppliers through our flagship JUIPP initiative, which asks members to identify ways to assess and address their nature impacts and work with us to identify opportunities to improve our joint supply chain.

Read more about our supplier engagement process

Operations

The operations pillar of our Nature Approach covers all activities and sites under Tetra Pak's operational control and includes impacts, risks and opportunities related to all three nature-related material topics identified in our DMA: Biodiversity and ecosystems, Water management and Pollution of water.

On the one hand, this is an area where assessments found that the impacts on nature are lower than those in the upstream part of our value chain. On the other, this is also part of the value chain that we can influence directly by managing the impacts of our production sites, and we are always looking for opportunities to improve them.

Our focus in 2026 will be on planning and executing the restoration of 50% of the protected area surrounding/contained within our site.

Biodiversity pilots at our sites

We support the goals of the global biodiversity framework and are committed to addressing biodiversity impacts across our entire value chain. Although all our production sites are located within established industrial estates and our assessment indicates a negligible impact on threatened species, minor land-related impacts – such as land degradation, desertification and soil sealing – have been identified as relevant for our direct operations.

However, while the majority of these impacts are centred elsewhere in our supply chain, it is still important for us to take action in our own operations, as this is where we have the most influence.

From 2024 to 2025, we collaborated with our long-term partners Biodiversify to conduct nature assessments and create action plans for pilots at our Lund, Sweden and Monte Mor, Brazil sites. In Lund, our busy flagship site is less than 1 km from a Natura 2000 site and a nature reserve, making nature-conscious planning and biodiversity-sensitive site management particularly important. An in-depth nature survey conducted at our Lund site concluded that no biodiversity measures were necessary. However, we still implemented several voluntary measures, including removing invasive species, adjusting grassland management, maintaining deadwood and implementing stormwater retention strategies.

The results of the assessment also helped identify the types of ecosystems in the area and revealed the presence of older broadleaved trees that act as important habitat for birds, bats and insects. While rare species are not widely present today, the site's conditions provide significant opportunities to enrich local biodiversity. Simple actions, such as maintaining natural or 'less tidy' conditions in gravel, sand and rocky areas, can enhance habitats for rare ruderal species found in the surrounding landscape.

By 2026, 100% of the fencing around the Monte Mor site will be repaired to prevent domestic animals from entering the natural area and trampling vegetation, and wild animals from entering the site and potentially spreading disease. Our focus in 2026 will be on planning and executing the restoration of 50% of the protected area surrounding/contained within our site. Together with fencing and further protection, this should allow the protected area to be restored to its original state.

Going forward, we will continue integrating nature-friendly solutions into our landscape planning. The site-level nature assessment, action plan templates and guidance that were developed in these pilots will now be rolled-out at scale to benefit local ecosystems, communities and employees at our sites around the world.

Our Monte Mor site, Brazil

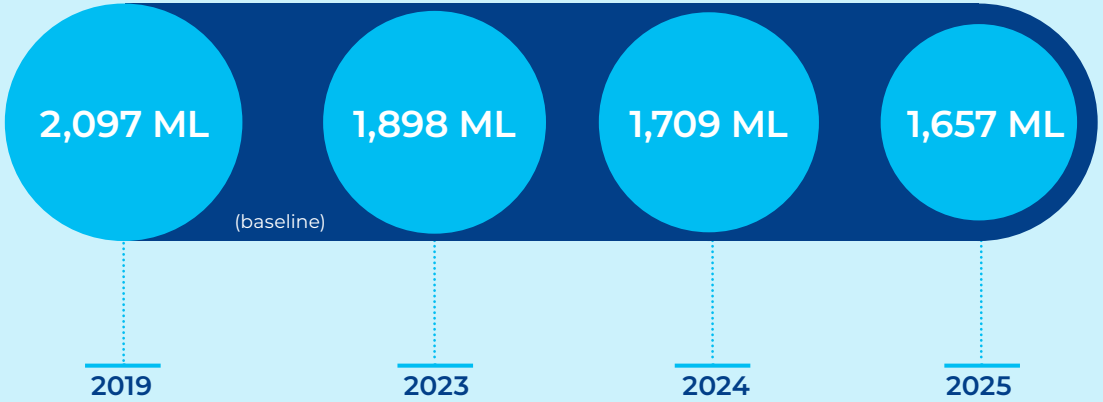
Water management across our production sites

We are committed to reducing freshwater withdrawals across our production sites by 35% by 2030. To do this, we focus on improving efficiency by applying solutions such as optimising cooling systems, irrigation and domestic water systems, and by prioritising water reuse and circulation.

At a site level, we're working to establish water balances that identify and report on the quantity and quality of withdrawals and discharges. We have identified material sites within our operations and established that water use has a material negative impact across 32 sites based on an assessment considering the sites' specific water use pressure. The water risk of every production site is also assessed annually using third-party tools such as WRI Aqueduct Water Risk Atlas and WWF Water Risk Filter. The insights from these assessments inform the plans and resources allocated to help meet each site's individual targets, with sites with higher water risk being set higher targets for reduction. Each site is then responsible for defining roadmaps and allocating resources to achieve this.

Every year, we review our water data collection process to ensure we capture the necessary site-based water data. Water data is gathered following internal standards of practice and reporting guidelines, with sites reporting data based on metering (53%), invoices (22%), estimates (9%) or a combination of these measures (16%). Sites located in water risk areas are identified using the WRI Aqueduct tool, recording the Baseline Water Stress result for each site.

Water withdrawal (megalitres)



-21%
change since 2019

-3%
change since 2024

In 2025, our total water withdrawal for Tetra Pak sites in scope of our water withdrawal reduction target was 1,657 ML (megalitres), a 21% reduction compared to our 2019 baseline year volume of 2,097 ML, and 3% lower than 1,709 ML in 2024.

Case Study

Cutting cooling tower water consumption

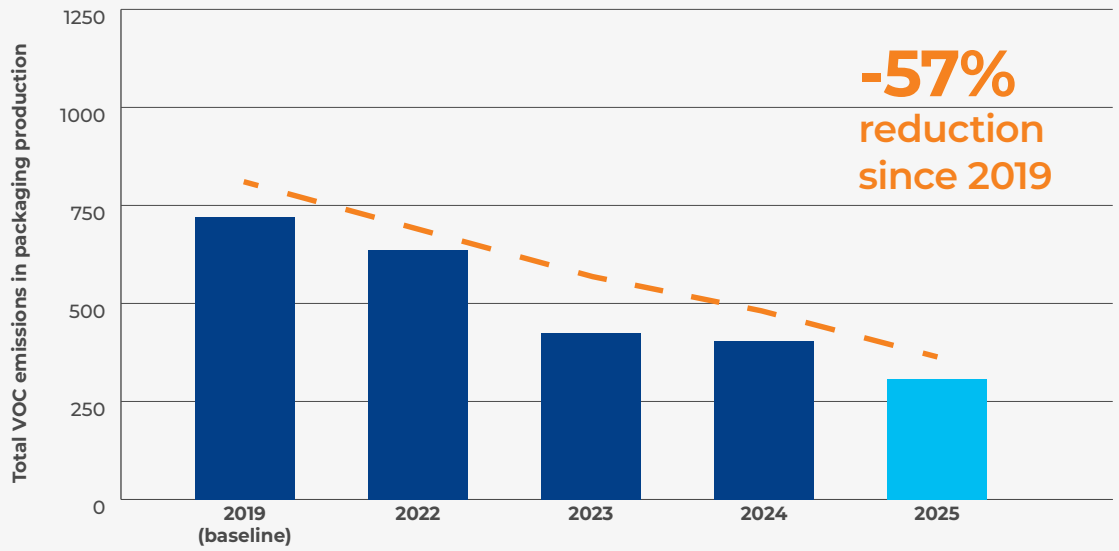
In 2025, our colleagues around the world made progress towards our goal. In Turkey, a country where around 60% of land is vulnerable to desertification, the team completed a major project based on reverse osmosis technology to enable the reuse of water in the factory's cooling towers. Cooling towers have gone from accounting for 34% of water consumption at the site to just 8% – a reduction equivalent to around 15,640 m^3 of water annually. At Budaörs in Hungary, reducing the flow of water in the taps from 8 litres per minute to 1 litre per minute is delivering significant reductions in office water use, and efficiency measures in Kunshan, China saved another 2,273m^3 of water. Looking ahead, the goal is to continue this work in 2026, building on learnings from across these markets as we do so.

Reducing pollution to air and water across our operations

We are working to reduce air pollution from our flue gas emissions in the manufacturing stage, with a focus on volatile organic compounds (VOCs). Since 2019, we've mandated that all manufacturing sites adhere to the "Air Emissions Management Procedure" to help limit emissions of volatile organic compounds resulting from the use of organic solvents.

In 2025, we achieved our target of a 57% reduction in Volatile Organic Compounds (VOC) emissions by our production sites compared to 2019, exceeding our 50% target. This result is primarily driven by the implementation of our Solvent Free pre-press project in the development of our packaging. The Solvent Free pre-press project uses a thermal processing technology, rather than solvents, to clean the polymers off the plates. It reduces VOCs by an estimated 99%, compared with solvent-based cleaning methods, and also shortens lead times for the plate-making process as a drying stage is no longer needed.

Air pollution metrics (tonnes)



Previous years numbers are restated

Case Study

The process change behind our VOC progress

When it comes to air pollution at our operations, we are adopting the same rigour used for reporting on water and soil. Since 2019, we have both measured this type of pollution consistently and demonstrated progress against our reduction goal by more than halving VOC emissions against that baseline.

The main driver in this reduction lies in how printing plates are prepared for flexographic printing. We are transitioning to a solvent free pre-press approach based on thermal processing, which replaces the traditional process of using solvents to wash out and clean the plates.

This shift removes the need for solvent and uses heat and a non-woven cloth to lift away what's not needed, reducing VOCs by an estimated 99% compared with solvent-based cleaning methods. The equipment setup is simpler, too. Where solvent processing needs separate steps including drying, the solvent free process can be handled with a single piece of equipment.

Solvent-free pre-press shows what credible progress can look like. It takes an air pollution source out of a process, while improving operational quality, which makes adoption easy. Still, the clearest signal of progress stays simple – a room that once carried a strong solvent smell, now doesn't.

Downstream

The downstream pillar of our Nature Approach deals with activities related to the sale, use, and end-of-life of Tetra Pak's products and services.

Our work in this pillar includes research and development to improve the design and performance of our products, services, and equipment (which you can learn more about under Circularity) to reduce negative impacts on nature from our customers' operations as well as for the products we sell.. This includes impacts, risks, and opportunities related to water management, which were identified as a material issue in our DMA, such as our work to achieve water use efficiencies for our customers. There are also interconnections with our circularity work around improving collection and recycling, contributing to a lower nature impact from the packages we put to the market.

Taking action on water with our customers

We aim to reduce water use by 50% in our best practice processing lines by 2030 compared to a baseline year of 2019. With a 42% reduction against this baseline confirmed in 2025, we are well on track to do so.

Our customers are highly dependent on water for their operations and a lack of access to it poses a significant risk. Combined with the effect of their consumption on local water challenges, this makes water one of the most challenging nature-related impacts for this group. We have the opportunity to help them reduce impact and identify opportunities for efficiency in this area. In addition to the use of state-of-the-art technologies such as membrane filtration and reverse osmosis in our solutions, we're further embedding nature into our business discussions with customers using an AI-based tool we developed called GPS3.0, which provides live, site-level information about the environmental challenges and opportunities that they are facing. The tool then uncovers and aids discussion of areas where we can collaborate to improve performance.

Read more about GPS3.0

Case Study

Sealing water, not performance, with our customer Milcobel

In April this year, our customer Milcobel, one of the largest dairy companies in Belgium, urgently called us: the municipality had capped their daily water usage, risking a forced shutdown of their production. Our team quickly showed that with a simple equipment upgrade they could reduce their water usage for the separators without impacting performance or quality. With the Tetra Pak Separator Seal Water Reduction Kit, the separator was able to reduce the water consumption with 38%, translating into a 80 liters saving per hour per machine.[33]

This project was a timely reminder that even when water cost may not be a concern for customers, water restrictions can be. Our solution was retrofittable, inexpensive and proved that sustainability thrives when we have the courage to rethink the basics.

Pollution to air and water downstream in our value chain

Our downstream emissions to air and water are primarily related to the transportation and end-of-life of our cartons. This is currently being evaluated with the aim of quantifying our impact and understanding the related risks and opportunities. Our 2025 materiality update also newly assessed emissions to air from transportation to customers as material and we will extend our focus to reducing non-GHG in addition to GHG emissions in goods transportation.

Transform

To play our part in delivering the transformation required to meet the goals of the Kunming-Montreal Global Biodiversity Framework (GBF)[34] adopted at COP15, we must work beyond our immediate value chain. Actions under the Transform pillar of our Nature Approach contribute to the transformative change required to tackle the fundamental drivers of nature loss.

Contributing to the improvement of voluntary standards

We contribute to enhancing the protection of nature through voluntary standards and initiatives.

In 2025, we continued our involvement to an initiative to fast-track Biodiversity Assessments of FSC certified forests, with the aim to evaluate the biodiversity value associated with FSC forest management verification and strengthen the monitoring of forest biodiversity in certified Forests. Evaluating the outcomes of FSC certification is essential to allow insight-driven improvements of Forest Stewardship Standards (FSS) and be able to communicate about the positive outcomes of responsible forest stewardship. This evidence-based evaluation will also help FSC to remain relevant and credible in a changing market where substantiating sustainability impacts is increasingly necessary.

The project focused on Brazil, Finland, and Sweden – all countries where the importance of biodiversity is clear and where responsible forest management plays an important role. The main conclusion that was drawn from the project is that generally, FSC Forest Management certification contributes to biodiversity conservation in Brazil, Finland and Sweden.[35]

Engagement and collaboration

We collaborate with stakeholders to drive policy and regulatory change for halting and reversing nature loss at a system level. We support the goals and targets of the GBF to put nature on a path to recovery by 2030. Our Approach to Nature targets are grounded in conclusive scientific evidence, as demonstrated by robust methodologies and tools. The Science-Based Targets for Nature (SBTN) framework was a key reference, with specific application of the SBTN Materiality Screening Tool and the SBTN water assessment methodology.

Specific examples of external engagement in 2025 included:

- Delivering an interactive workshop at the European Business & Nature Summit in Helsinki which focused on the operational complexities of turning a nature strategy into tangible nature action
- Participating in sessions at COP30 focused on the importance of the bioeconomy as a strategic driver in combating climate change, the challenge of accelerating the climate and nature transformation and a roundtable discussion on the challenges and solutions to integrating nature-related challenges into supply chains

We also maintain membership of several voluntary standards and associations. Full details of these can be found on our website.

Spotlight story

Progressing at pace nature restoration targets in the Atlantic Rainforest

As part of our commitment to help halt and reverse nature loss, we take an active role in promoting land restoration with on-the-ground activities, in particular through Conservador das Araucárias (the Araucaria Conservation Project), a project dedicated to rehabilitating a portion of Brazil's Atlantic Forest – one of the world's richest yet most endangered biomes – through the re-introduction of native flora species.

The project was launched in 2022 as a collaboration with Apremavi, a Brazilian NGO that has specialised in nature conservation and restoration for almost 40 years, with the goal of reaching 7,000 hectares of land under restoration by 2030. Conservador das Araucárias has made progress at pace, with over 3100 hectares currently under restoration, exceeding our 2025 target of 2,800 hectares, with over 1,500 hectares added this year alone. This means three years into the project, the team has secured 45% of the total amount of land targeted for restoration by 2030.

Over 3,100 hectares under restoration – 45% progress towards our 7,000 hectares target for 2030.

This work will not only have measurable impacts on climate resilience, water and biodiversity but will also deliver socio-economic benefits to the local community. Outcomes and progress on these benefits will be monitored and verified through third party certification of the project by SOCIALCARBON.[36]

Currently more than 20 smallholder farmers and landowners are involved. They receive support and material for restoration work as well as payments for setting aside and protecting parts of their properties. We call this Advance Carbon Payments. Local community engagement continues to be our focus and there are many smallholder farmers being interested in joining the project.

Our work with the Araucaria Conservation Project was formally recognised with the American Chamber of Commerce for Brazil's Prêmio Eco 2025, one of the country's most prestigious and longest-standing awards for corporate sustainability. It celebrates the project's innovative approach and measurable impact on biodiversity and climate resilience, as well as the importance of its collaborative approach.

"We all share responsibility for addressing the climate crisis and the Conservador das Araucárias Project exemplifies a successful collaboration between a private company and a Third Sector Organization. Each hectare restored means more clean water, protected species, carbon captured, and greater resilience in the face of droughts, floods, and extreme weather events that already affect all of our lives. Restoration is not merely about repairing the past; it is about building a shared future for all."

Miriam Prochnow
Co-founder, Apremavi

Social sustainability

Why it matters

Global value chains depend on people, and people depend on global value chains for their income, livelihoods and wellbeing. By proactively respecting human rights in their operations and value chains, businesses can enhance lives and lift up communities.

Our ambition

To respect human rights[1] across our operations and value chain, creating positive social impact.[2]

Material ESRS sub-topics covered

S1: Own workforce, including Working conditions, Health and safety, Diversity and equal treatment, and Other labour-related human rights

S2: Workers in value chain, including Working conditions, Health and safety, Diversity and equal treatment, and Other labour-related human rights

S3: Affected communities, including Communities' economic, social and cultural rights, and Rights of indigenous people

SDGs

Sustainability context and global influences in 2025

Access to adequate food is a fundamental human right.[3] People depend on global food systems to ensure this right is protected, yet food value chains also depend on people and these can have human rights impacts.

In 2025, workers' rights remain under pressure globally. One- third of workers earn less than what is needed for a decent standard of living,[4] and the same proportion report regularly exceeding 48 hours per week.[5] For many, there is little recourse to this injustice. The 2025 Global Rights Index revealed that 80% of countries restrict collective bargaining, and workers in three out of every four countries were denied the right to freedom of association – undermining core labour rights.[6]

Forced and child labour continue to pose challenges. According to the International Labour Organization (ILO), 27.6 million people are in forced labour globally[7] and there is a total of 138 million child labourers around the world[8] – with nearly half involved in hazardous work.[9] With 2.9 million workers dying annually as a result of work-related factors,[10] health and safety remain as critical issues for the global workforce. As these pressures rise, regulation on human rights and environmental due diligence is also growing globally.

There's also an interdependency between impacts on people and on nature, with vulnerable groups and communities tending to be disproportionately affected by climate and nature-related impacts such as biodiversity loss and pollution. For example, 54% of projects associated with energy transition minerals and metals, including the extraction of bauxite and nickel, are located on or near indigenous lands.[11]

27.6 million

people are in forced labour globally[7]

138 million

child labourers around the world[8]

Tetra Pak's role and approach

We strive to improve the livelihoods of the people connected to our value chain across the world by giving access to safe food through our food processing and packaging solutions; contributing to economic growth; and respecting human rights in our workplaces, our value chain and the communities we operate in.

Approach to human rights due diligence

Graphic adapted from Shift

Social sustainability in practice means putting people first and implementing business practices that contribute to the human dimensions of sustainable development. It includes our employees, workers in our value chain and people in affected communities. We also consider the importance of a just transition[12] and the interdependencies between decarbonisation strategies and their impact on people.

Our Human Rights Due Diligence (HRDD) process is fundamental to all social sustainability efforts we undertake. Aligned with the UN Guiding Principles on Business and Human Rights and informed by our ongoing engagement with affected stakeholders, it guides our prioritisation of impacts and actions. This work operationalises our commitment to human rights by focusing on risk to people across the value chain.

"Our objective is to understand the potential impacts workers and communities in our value chain face, how these issues arise and most importantly, what they would see as meaningful action to address them."

Lisa Ryden
VP Social Sustainability

In 2025, we reviewed our priority human rights impacts along the full value chain. We have worked with a fully risk based approach and in an iterative way to move from high-level mapping starting in 2022, to identify impacts in specific categories and regions, with a strong focus on engagement with affected stakeholders. We focused our actions on higher risk areas, including several supplier categories and the informal waste collection workers in the downstream value chain.

How our social sustainability priorities map across our value chain

We now have six material topics representing specific human rights impacts for certain geographies, sectors and affected stakeholder groups: Fair Working Conditions, Freedom from Forced Labour, Occupational Health and Safety (OHS), Community Health and Livelihoods, Child Safety and Development, and Consumer Health and Safety (more information in the Food Systems chapter).

Once we identify and prioritise human rights impacts across our value chain, we develop action plans with the relevant implementing functions, such as supplier management, sustainability operations and HR. With support from our expert partner, Shift, we have developed a measurement framework with targets and KPIs to measure the maturity of Tetra Pak's HRDD, the quality of our key suppliers' HRDD and the progress we make in addressing our priority human rights impacts. Principles used to define this framework included collecting data that is meaningful, setting outcome-oriented targets and indicators, basing our work on a theory of change and taking a risk-based approach.

Read more about how we drive change and expectations in how we engage with suppliers here

Progress against our targets and commitments

Related material topics	Targets	Value chain location	2025 progress summary
Cross-cutting	Continually address the most significant human rights impacts on workers and communities in our value chain through a robust human rights due diligence process	Full value chain	• Ongoing and regularly updated action plans to act on prioritised impacts with implementing functions (e.g., Supplier Management, HR, Sustainability Operations)
	Establish and achieve targets with defined KPIs in each of our six material social sustainability topics, in collaboration with business partners and other stakeholders	Full value chain	• Developed and aligned a measurement framework with specific metrics and targets to monitor the maturity of our own and our suppliers' HRDD process and progress on addressing material impacts across the value chain
	By 2030 all suppliers in our Join Us in Protecting the Planet (JUIPP) supplier sustainability initiative have taken steps to improve how they assess and address human rights impacts in their own operations and value chains	Upstream	• Action plans to prevent and mitigate human rights impacts in each priority category in our supply chain developed • Assessed JUIPP suppliers' corporate level HRDD including assessment, action plans, tracking and grievance mechanisms for the first time as part of an annual process moving forward • Supplier capability building through webinars, trainings and individual engagement
Fair working conditions	Continue to deliver wellbeing programmes for employees, supporting a positive and open safety culture across the company	Own operations	• Marked World Mental Health Day by hosting our first wellbeing themed global employee webcast to strengthen awareness and adoption of our Employee Assistance Program (EAP) • Our annual Learning Conference included a dedicated Health and Wellbeing track for the second year running.
	Sustain investment in world-class training and development for all employees, as well as our Future Talent Programmes	Own operations	• Our annual Learning Conference brought together the majority of our colleagues from 73 countries to focus on how we can stay relevant as a business and as individuals • Continued emphasis on a culture of lifelong learning, knowledge sharing and competence-building
	Continue to ensure we have an inclusive workplace	Own operations	• 70% culture score in our Employee Engagement Pulse Survey (15 percentage points above global benchmarks and 18 points higher than our industry benchmark) • Disability Inclusion pilot project completed • Continued to structure compensation processes and practices to ensure fairness and equitable treatment for all employees

Progress against our targets and commitments

Related material topics	Targets	Value chain location	2025 progress summary
Occupational Health and Safety	Continually reduce accidents and work-related ill health Our 2025 TRAR target for employees is to reduce the number of accidents using 2024 as the benchmark	Own operations	• We track a total recordable accident rate (TRAR), where total recordable accidents include any injury that requires medical treatment beyond first aid • In 2025, our TRAR continued to fall and we achieved a rate of 1.57, down from 1.63 in 2024. This is a 4% reduction since 2024, and a 25% reduction in TRAR since 2022. • Global and functional one-year and three-year plans with a key focus on the reduction of High Potential Incidents and on the continue development of the OHS culture. • 44 out of 45 sites are now certified to ISO 45001
	Aim and maintain 80% favourability score on “people in my team are protected from health and safety hazards” question in our global employee engagement survey	Own operations	• 92% favourability score on “people in my team are protected from health and safety hazards” question in our global employee engagement survey

Please see our Sustainability performance data pages for more detail on methodology and calculations.

Employees

We are committed to a working environment that promotes respect for human rights, diversity, inclusion, and equal opportunity for all employees. We recognise the rights to freedom of association, collective bargaining and peaceful demonstration, and do not tolerate any kind of discrimination, harassment or abuse in the workplace.

Our Workplace Conduct Policy is built around clear standards and mandatory rules of conduct, addressing inappropriate behaviour, conflicts of interest and reporting mechanisms. In addition, our Recruitment Policy and Procedure reinforces our commitment to fair and equitable practices across recruitment, employment and career progression.

Based on our risk assessments and internal monitoring, we have not identified widespread or systemic negative human rights impacts affecting our own workforce, such as child labour or forced labour. However, employees working at operational sites may potentially face risks of workplace accidents or serious injuries. To mitigate these risks, we have put in place robust management controls.

Ensuring fair working conditions for employees

Fair working conditions cover a range of topics, aiming to mitigate excessive work hours and sub-living wages, lack of grievance mechanisms and restrictions on freedom of association. We foster a safe and inclusive workplace for everyone in a number of ways, including ensuring broad coverage of freedom of association and collective bargaining rights across our operating sites and implementing a clear policy against discrimination, harassment and bullying, which includes a whistle-blowing hotline. To help employees share their experiences and recognise these instances more, last year we launched the Workplace Conduct Policy e-learning. With this, we aim to foster a culture of respect and psychological safety for everyone who works at Tetra Pak.

Our position on fair pay is central to our approach to fair working conditions for employees and our structured compensation processes and practices ensure fairness and equitable treatment for all employees. Our family-related and paid leave policies always comply with applicable legislation, as well as the provisions of collective bargaining agreements where these exist. In several countries, we also offer benefits that go beyond the statutory minimum requirements. The sponsored benefits we offer vary by country but include retirement pensions, medical plans, and disability and death assurance plans. Additional benefits including transportation, medical check-ups, fitness programmes and subsidised meals, may also be available.

One of the most important ways we support employee wellbeing is by promoting work-life balance, particularly regarding overtime compliance. The Tetra Laval Group Code of Business Conduct requires all Tetra Pak companies and employees to comply with all laws and regulations related to working time in the countries where they operate. To strengthen our approach to working time compliance, we introduced a dedicated control action within our annual risk control process to monitor adherence. We also set clear working hours and implement work-life balance measures such as flexible working arrangements and adaptable workplaces to promote wellbeing, supported by local policies and procedures aligned with the legislation and regulations of the countries in which we operate. Working time requirements are communicated to managers and employees, who are also encouraged to raise concerns directly with management or use the whistleblowing channel to report potential issues confidentially and securely.

Employee engagement

Our Employee Engagement Pulse Surveys are a key mechanism for soliciting feedback and in 2025 we achieved our highest ever participation rate with a record 81% response and an overall culture score of 70/100 reflecting a strong cultural foundation. We also ran a global Workplace Experience Survey to better understand how employees experience our workplaces and how the workplace environment supports them. The previous large-scale survey took place in 2023.

Employee survey responses

Employee Engagement Pulse Survey:

Record 81%
response rate

17,000 comments

Three culture assessment questions

70/100 score
(15 percentage points above global benchmarks and 18 points higher than our industry benchmark)

Workplace Experience Survey:

10,000+ colleagues
(around 40% of all employees) participated

Overall score of 79.6/100 (10.8 points up from our 2023 result, 13 points above the global benchmarks and 16 points above the manufacturing benchmark)

9% increase
in ratings for knowledge sharing, productivity and pride across the business

Diversity, equity and inclusion

Our priority is to create a workplace where everyone matters, everyone feels they belong, and all of us can reach our full potential, regardless of background or identity.

We also believe it is important for our workforce to reflect the diversity of the communities around us, helping us better understand our customers, stakeholders, and the markets we operate in across the world. We are committed to fostering an inclusive culture where different perspectives are valued and colleagues can express themselves freely without fear of judgment or discrimination.

We actively seek to understand and address the perspectives of vulnerable and marginalised groups within our workforce. Large-scale employee surveys have included self-identification (self-ID) questions covering ethnicity, disability, neurodiversity and LGBTQIA+ identities. By collecting voluntary self-ID data, we better understand the experiences, challenges, and needs of diverse employee groups and can spot trends and disparities in engagement, inclusion and workplace satisfaction. Insights from the survey inform our diversity and inclusion strategies, ensuring that policies, programs and resources effectively support underrepresented employees.

DEI panels across regions champion actions and initiatives that help make inclusion part of everyday life. For example, in 2025, our Europe panel challenged itself to better understand what inclusion in a hybrid, multicultural world might look like, resulting in the development of a practical toolkit that helps teams navigate remote work and cultural differences. South Africa focused on building DEI through internships and apprenticeships, with a strong focus on supporting women in factory roles and creating career growth opportunities for people with disabilities. In Singapore, employees joined a volunteering initiative to not only support the local community but also to build understanding of the barriers that families with special-needs children face and what care-giving responsibilities can look like for colleagues.

Globally, we recognise women in STEM industries are underrepresented and we are committed to improving gender balance through equitable access to development, mentoring and leadership pathways. We are also focused on improving gender diversity in our factories and production sites, by widening access, removing barriers and designing roles and shift patterns that are attractive to a broader talent pool.

It is also important to make sure that our compensation process aims at removing bias. Since 2019 we have run an annual pay equity analyses using a predictive equal pay for equal work analytics which shows that our global gender pay gap remains within a +/- 3% tolerance range.

In 2025, we completed a dedicated project focused on strengthening disability inclusion across selected pilot countries. The project focused on improving accessibility in digital tools, recruitment practices and physical infrastructure, while also building awareness and capability around disability inclusion among employees and leaders. Building on these outcomes, a new phase is already underway to expand the initiative to additional countries. Our long term objective remains to embed disability inclusion into our ways of working, ensuring employees with disabilities have equal opportunities to contribute, develop and succeed.

Training and development

At Tetra Pak, our goal is to create a culture of continuous improvement through employee learning and development programmes. We encourage lifelong learning and a growth mindset in all our colleagues. From digital learning experiences to coaching and mentoring opportunities, we are committed to building skills for a changing world.

Case Study

Learning Conference 2025

In 2025, our annual Learning Conference brought together the majority of our colleagues from 73 countries to focus on how we can stay relevant as a business and as individuals. Over four weeks, we hosted more than 70 sessions covering topics from innovation and personal growth to business fundamentals. The insights from external speakers and internal experts – including a session where our CEO shared his perspective on leadership behaviours and maintaining wellbeing – helped empower colleagues to grow and embrace professional development in their role. Each week concluded with a light-hearted quiz game to reflect on what we had learnt.

Read more

Employee volunteering

For us, volunteering is more than a few hours out of the office. We see it as a tangible way to make a positive impact on the communities where we live and work, while strengthening connections and developing skills at the same time. The causes we commit our time to are always related to food, people or the planet and so directly support our purpose to protect.

Starting from 2025, every employee has up to one day of paid leave per year to participate in volunteering activities organised locally by the company.

Case Study

2025 volunteering highlights

Whether they were helping to fight hunger, empower communities or protect the environment, our colleagues brought passion and the power of collective action to some important causes in 2025.

Aligning with our focus on reducing food waste, colleagues spent an evening volunteering with OzHarvest, Australia's leading food rescue organisation. In a clear connection to our purpose of making food safe and available, the team prepared 100 meals for people in need, using 35 kg of food that would otherwise have gone to waste.

In India, our colleagues participated in an event organised by the Swedish Chamber of Commerce. More than 50 young women from low-income families pursuing higher education were provided with laptops and digital training. The training aimed to support participants in developing confidence in using digital tools that can help them in their studies and future careers.

Litter is a challenge in Thailand. Our local colleagues spent a day cleaning up Bang Saen Beach, a popular tourist spot. In total, the team collected 130 kilogrammes of litter, including plastic bottles, fishing nets and shoes. The activity also strengthened their bonds as colleagues and with the local community.

Health and safety

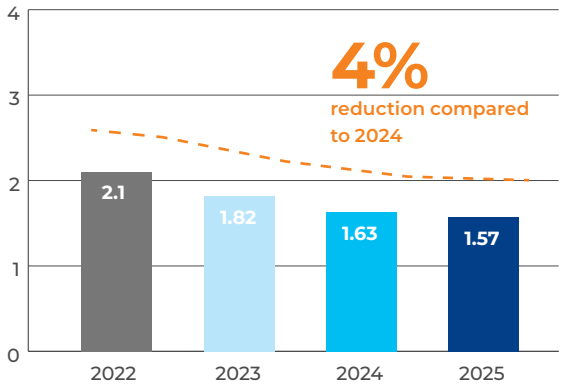
Safety is paramount and our occupational health and safety (OHS) approach is set out in our Global OHS Policy and OHS Procedures and Guidelines and covers all of our workforce. It is about more than just avoiding accidents – it means looking out for each other wherever we work. We are committed to ensuring the health and safety of employees, contractors, visitors and anyone affected by our operations.

We have a strong OHS culture across all areas of our business. In our manufacturing sites, this is driven by the World Class Manufacturing (WCM) process and the safety pillars. In addition to WCM, 44 out of 45 of our manufacturing sites are certified to ISO 45001, with the final site due to be audited for certification in July 2026. When working at customer sites, we continue to drive the OHS culture set by our leaders and supported by individual market OHS officers. Across all units in Tetra Pak, we conduct regular OHS self-assessments, carrying out peer reviews with neighbouring sites, and receiving planned assessments from Corporate Occupational Health and Safety (OHS) at selected sites prioritised by risk profiling. Our Tetra Laval audits include Health and Safety considerations, and we hold quarterly forums with senior management across all functions, as well as quarterly OHS Steering Group with Executive Leadership Team (ELT).

A primary focus of 2025 has been on high-potential events (H!PE), or put more simply, a focus on areas where there is a risk of a serious injury or fatality. Aligned with this aim, we have set up an OHS Centre of Competence specific to Lockout/Tagout (LOTO), a methodical process that ensures machinery is properly shut down and isolated before any maintenance or servicing begins. This Centre of Competence provides additional specialised support to the business on more difficult isolations required to stop the sudden start-up of equipment or the release of stored energy. This work, alongside awareness-raising campaigns like “Safety in Motion” (see the case study on the right), has reduced H!PEs by 25% over 2024.

We are committed to ensure the occupational health and safety of our employees, contractors, visitors and anyone who may be affected by our operations. Our goal is to maintain a safe and healthy environment and continually reduce accidents and work-related ill health. Our Occupational Health and Safety Policy outlines the approach to achieve this ambition. To measure our progress against this aim, we regularly track and benchmark our Total Recordable Accident Rate (TRAR). In 2025, our Total Recordable Accident Rate (TRAR) continued to fall and we achieved a rate of 1.57, down from 1.63 in 2024. This is a 4% reduction since 2024, and a 25% reduction in TRAR since 2022.

Total Recordable Accident Rate (TRAR)*



*Total Recordable Accident Rate (TRAR) = (number of recordable accidents) / work hours x 1,000,000

Case Study

Safety in motion

We are committed to building a safer, healthier workplace and part of this involves understanding the role that everyone can play in preventing incidents before they happen. This global three-day campaign focused on three key safety topics:

1. Safe driver: We explored how awareness and attitude shape approaches to risk for those who operate machinery and vehicles.
2. Safe environment: From clear walkways to using designated routes, we reviewed and targeted the actions that help keep people and vehicles apart.
3. Safe vehicle: We emphasised the importance of checks in identifying problems early and keeping people safe.

Whether operating vehicles or walking through a site, we wanted to remind people that every action they take is an opportunity to protect themselves and those around them.

Wellbeing

In 2025, we marked World Mental Health Day by hosting our first wellbeing themed global employee webcast. The session focused on strengthening awareness and adoption of our Employee Assistance Program (EAP), embedding access to support services into our everyday ways of working. It also demonstrated our continued commitment to advancing a resilient and prevention focused mental wellbeing strategy. The EAP is a free and confidential service, offering counselling, coaching and practical resources tailored to users’ individual needs. The webcast promoting the EAP led to a 300% rise in utilisation in the service.

“Sometimes we all need a little extra support, whether it’s for personal or work challenges. Our Employee Assistance Programme is here for our employees and their families, offering free and confidential help whenever they need it.”

Phil Read
Executive Vice President Human Resources & Transformation

Building on the success of our 2024 Learning Conference, our dedicated Health & Wellbeing learning track returned in 2025 to further enhance wellbeing competence across the organisation. These sessions covered topics including physical, mental and social wellbeing.

Contingent workforce

Contingent workers are external non-permanent workers who are not on company payroll and work at Tetra Pak or customer sites, such as agency workers, project workers, freelancers, independent contractors and consultants. They allow us to scale our workforce and adapt to business needs with flexibility and access to specialised skills.

Our newly established Contingent Workforce organisation is part of Human Resources & Transformation (HR&T) and is responsible for the strategy, structure and governance of how we engage contingent workers. Our Social Sustainability Team supports efforts to address human rights impacts connected to these workers, together with sustainable procurement and implementing functions such as Facilities and Real Estate Management (FREM).

As with our employees, we are committed to ensuring fair working conditions for contingent workers. We have prioritised impacts related to fair working conditions and freedom from forced labour for these workers across higher-risk categories and locations.

To address impacts related to fair working conditions in facilities management, we work directly with our suppliers to make our expectations around human rights clear and to encourage more effective due diligence. In 2025, this has involved conducting anonymous worker voice surveys of the suppliers' workforce about their working conditions at several Tetra Pak sites in prioritised locations including Brazil, India and Pakistan. Responses from these surveys were reviewed and priority impacts determined per site as results show living wages were a high priority across all bar one of the sites, and working hours and trust in grievance mechanisms were also raised as concerns. As a result, action plans were developed and are monitored at site level via periodic meetings with global teams.

We have also prioritised freedom from forced labour for workers in labour intensive roles in installation and maintenance on our customers' sites, especially when employed via subcontractors or agents. For this category we prioritise suppliers based on risk and we have engaged an external expert to support capacity building on responsible recruitment practices for these.

Workers and communities in our supply chain

We recognise that our supply chain can be a potential source of negative human rights impacts for both the workers and communities within it. It is critical to engage with affected stakeholders to understand concerns and take action to improve the management of these impacts.

Supply chain workers

Supply chain workers are those working at our direct suppliers and deep within our supply chain, including workers involved in forestry, the extraction of metals and minerals and sugarcane farming. We know that conditions in global supply chains are a potential source of human rights impacts such as excessive working hours, wages that do not afford an adequate standard of living, forced labour, impacts on occupational health and safety and freedom of association. As such, we have prioritised impacts related to fair working conditions, OHS and freedom from forced labour in higher risk categories and locations.

Due to the nature of global supply chains, there is a systemic risk of exploitation of migrant workers in our upstream supply chain, through the forced payment of recruitment fees. In response to this risk, we have supported suppliers in attending training provided by AIM Progress and engaged an external expert, Embode, to support capacity building on responsible recruitment practices in high-risk contexts. During 2025 we have been able to measure demonstrable policy and practice changes related to responsible recruitment at suppliers that are part of these engagements. In the small number of cases where we have identified that workers at suppliers have paid recruitment fees, we have prompted the supplier or their relevant contractor to repay these and have also ensured the supplier has access to appropriate expertise to build their preventive capabilities.

We have also prioritised impacts related to forced labour in our upstream paperboard, polymers and films supply chains, as well as logistics, and identified broader impacts on workers, including those related to long working hours and living wages and health and safety. We have sought insights into how workers in these supply chains are at risk through worker voice surveys with suppliers.

Wherever we have undertaken human rights impact assessments or worker voice surveys, we have assessed whether workers are aware of, and trust, the grievance channels available to them. Our ongoing membership of Aluminium Stewardship Initiative (ASI), FSC and Bonsucro also means that any stakeholder can raise a complaint via the grievance channels of these initiatives directly.

Read more about our membership here

Case Study

Driving change and expectations in how we engage with suppliers

Our suppliers are fundamental to realising our promise to Protect What's Good. We engage with our 145 strategic and high impact JUIPP suppliers with regular communication focused on improvement and sustainability transformation.

Read more about our JUIPP initiative here

As part of our supplier engagement process, we ask a series of questions to our JUIPP suppliers to measure the maturity of their corporate-level HRDD processes. These questions cover:

- Human rights impact identification and prioritisation process
- Actions taken to address priority human rights impacts
- Approach to monitoring process on addressing human rights impacts
- Grievance mechanisms for workers and communities

Suppliers provide information through our annual supplier questionnaire together with supporting documentation. These responses are assessed by experts in our Social Sustainability team using scoring criteria. We prioritise engagement with supplier categories with higher risk of negative impacts on people, and we provide additional guidance to suppliers in these categories. As well as running a series of capacity-building webinars, in 2025, we also engaged in one-on-one discussions with some suppliers to raise awareness and build competencies. This support has been positively received by suppliers as helpful in their own human rights work.

In addition, our Supplier Sustainability Incident Management Protocol brings together internal experts to diagnose, respond to and remedy severe impacts that have occurred in the supply chain and can be triggered by an audit, worker voice finding, Human Rights Impact Assessment (HRIA) or any other risk assessment. In response, internal experts analyse whether we may be causing, contributing to or linked to a negative impact and determine the approach to engage with the supplier in question and ensure remedy is provided. For example, we have used our leverage in the past to discuss with and encourage business partners to remedy impacts related to recruitment fees.

A new Code of Business Conduct for Suppliers (Supplier Code) was introduced in 2025, building on our pre-existing expectations of suppliers and providing an enhanced foundation for human rights and environmental due diligence efforts. The updated Supplier Code is built around 15 Fundamental Principles, which are intrinsically interconnected and interdependent. We have a Good Practice criterion that suppliers' grievance channels should be aligned with the UNGPs' effectiveness criteria, and require that where a supplier has caused or contribute to an impact, they are expected to provide or cooperate in remedy. We also have an expectation that where there is a high risk of child labour, a remediation plan is in place to respond effectively in the event a case is identified. Read more about the scope and expectations of the updated Supplier Code here.

Smallholder farmers

Smallholder farmers are an important part of the value chain but they can struggle to reach the levels of productivity and profitability that support an adequate livelihood. Through our Dairy Hub model, we empower local dairy value chains by connecting local smallholder dairy farmers with our customers. This collaboration increases both the supply of and demand for a stable supply of locally produced quality milk, benefitting the livelihood of both smallholder farmers and their communities.

Read more about Dairy Hubs under Food Systems

Affected communities

Some of the supply chains for the commodities in our packaging materials and equipment can have land, health or environmental impacts on local communities. The nature of the supply chains for some specific commodities sourced for our packaging materials and equipment means that their ultimate provenance is unclear and we therefore lack full visibility of their impacts on people in affected communities.

Iron ore and nickel mining for steel, bauxite mining for aluminium foil and forestry operations for paperboard in our upstream supply chain are core areas of concern. Some of the processes for the extraction of these raw materials can have impacts on the environment and consequently on local communities, and these activities may also take place in contexts where land use is disputed. Women, children, and indigenous people may be particularly exposed to these systemic impacts.

As part of our HRDD, we recognise that effective grievance mechanisms are essential for workers to raise concerns: they help identify impacts early, guide prevention and mitigation, and enable meaningful pathways to remedy. Strengthening these systems is therefore an important part of securing long-term supply chain resilience - and a shared responsibility across the value chain. Read more here.

For decades, indigenous people have suffered human rights abuses related to business activity, including the exploitation of natural resources within their traditional lands and territories.[13] During 2025 we used a geographical risk tool, Maplecroft, in combination with desk-based research to identify human rights impacts on Indigenous Peoples in communities near bauxite mines and forestry locations within our supply chain. Based on this research, we further prioritised working with aluminium foil and paperboard suppliers and worked with our expert partner Shift to develop a framework for evaluating our paperboard suppliers' approaches to managing potential impacts.
In 2025 we used this framework to analyse paperboard suppliers' Free, Prior and Informed Consent (FPIC) policies. As a next step, we will engage with prioritised suppliers on improving their FPIC approach where gaps were identified.

We also reviewed direct and indirect steel suppliers' mining locations, specifically iron ore and nickel. We prioritised and engaged with direct suppliers based on the data provided through our JUIPP supplier initiative as well as operating context. As part of this work, we mapped tier-2 suppliers and identified commonalities in sub-suppliers and held several workshops with a key steel supplier on preparing to enable remedy in upstream mining supply chains. These capacity-building exercises improve how we identify where severe impacts on communities are more likely to occur and the types of remedy that may be needed to address them. We intend to further support suppliers in updating their own supplier agreements with regards to remedy for communities where impacts are not prevented.

Workers in collection and recycling

Informal waste collection workers play a vital role in recycling value chains in countries where formal waste management does not exist. However, they are also among the most marginalised of workers and can be subject to long hours, low incomes and unsafe working conditions. Children who accompany their working parents are especially vulnerable.

We are committed to improving the working and living conditions of these critical workers and tailor our approach in each market to best support them. Through a three-pronged approach, we aim to improve their incomes, provide protection in hazardous work environments and encourage their involvement in shaping the policies that affect them.

Firstly, we engage closely with expert partners, including Shift, the Fair Circularity Initiative (FCI) and The Circulate Initiative's (TCI) Responsible Sourcing Initiative, to better understand the landscape and challenges these workers face. This work shapes our approach and informs how we develop and implement responsible practices around the world as well as helping to build our understanding at a global level of which workers are at greatest risk of harm. Secondly, in the markets where we have prioritised Human Rights Due Diligence (HRDD) in collection and recycling value chains (Brazil, Colombia, Egypt, India, Indonesia, Kenya, Mexico, Pakistan, South Africa and Vietnam), we have sought to understand the conditions faced by informal waste collection workers through engagement with cooperatives, via relationships with waste-picker associations and through partnerships with expert NGOs who engage directly with waste-pickers. For example, the International Alliance of Waste-Pickers sits on the Steering Group of the FCI, and the platform also provides a means for Tetra Pak and others to be contacted reactively by waste-picker associations while the Responsible Sourcing Initiative offers a platform to engage with waste-picker associations at their annual general meeting. Thirdly, we conduct direct interviews with workers in targeted locations via local NGOs.

Our objective is to understand the relative severity of the issues people face, how these issues arise, and most importantly, what the affected individuals see as meaningful action and the kind of support they would like to receive. One key learning is that challenges vary significantly, not just between countries, but even within regions. Effective solutions must be context-specific. We have used the insights gained from engaging with waste pickers in 2023 and 2024 to effectively tailor the initiatives that we developed to their conditions in local contexts.

Case Study

Expanding recycling with a collaborative, inclusive response

In Vietnam's most populous urban centre, Ho Chi Minh City, over 65% of domestic waste collection is carried out by informal waste collection workers with no formal recognition or access to essential protections. Reflecting our belief that the transition to a circular economy must be inclusive and equitable, our colleagues in Vietnam worked closely with our global social sustainability specialists and the NGO ENDA to launch a new initiative supporting informal waste collection workers.

The initiative builds on extensive research, including interviews with hundreds of workers to better understand the challenges they face, and has supported the organisation of more than 300 street waste pickers into cooperatives. Through these cooperatives, workers now have improved access to social welfare, health insurance, personal protective equipment, collection infrastructure, fairer market opportunities and training on environmental legislation, workers' rights and more efficient ways of working together, while retaining autonomy in how they operate.

Read more

Spotlight story

Improving outcomes for people across the value chain

In 2025, we worked across our entire value chain to improve outcomes for people around the world. Our systemic approach is built on stakeholder engagement and open dialogue with affected individuals at its heart.

Upstream: Proactive community engagement in Brazil

Managing potential impacts on people begins long before a complaint is raised. Defining concrete actions to address and mitigate impacts is essential to building trust with communities and avoiding harm.

To address potential community impacts linked to bauxite mining in our aluminium supply chain, we partnered with a key supplier and expert agency Levin Sources to assess and strengthen community-level grievance mechanisms.

Levin Sources engaged affected communities and NGOs, to assess how concerns are raised, addressed and whether certain groups face greater exposure to impacts. The review examined the legitimacy, accessibility and predictability of the grievance process and provided recommendations where gaps were identified. The project helped advanced our understanding of what good practice looks like, which can be shared with other aluminium suppliers.

Read more here

On our sites: Raising standards for truck driver facilities in Mexico

Truck drivers is a group of workers that often face challenging working conditions in a number of ways. This is in turn a key contributing factor to a shortage of truck drivers, posing a business risk.

One of the ways in which we have addressed this is related to improving the facilities for truck drivers arriving at our sites to deliver goods. Based on site assessments and driver engagement at three of our sites, we developed minimum requirements and good practices for driver facilities. We piloted these at our Queretaro site in Mexico, where we re-constructed facilities informed by surveys with 300 drivers. A follow-up survey is planned to assess the improvement and inform replication at other sites.

Downstream: Improving conditions for informal waste collection workers in India

In 2025, we joined forces with PepsiCo Inc. to support leading Indian recycling company Deluxe Recycling (Deluxe) in strengthening HRDD across its value chain by applying TCI's Harmonized Responsible Sourcing Framework for Recycled Materials. With representatives from the Indian Alliance of Waste-Pickers involved at the heart of the project, it involves a robust assessment of the human rights impacts at each stage of the collection and recycling value chain, which forms the basis for collective action and capacity building over the course of the three year project.

Read more

"This collaboration allows us to test and refine scalable solutions that can be replicated in other markets. It's about creating long-term impact. A crucial feature of this initiative is the way we are placing waste pickers at the heart of a more equitable recycling ecosystem. The involvement of the Indian Alliance of Waste-Pickers in the Advisory Committee of the project means that they have a central role in guiding our priorities, the action we choose to take and in helping evaluate our progress."

Francis West
Social Sustainability Director

Business conduct

Why it matters

Sound business conduct supports legal compliance, builds stakeholder relationships, reduces operational risks and strengthens supply chain collaboration. This supports sustainable and responsible business practices.

Our business conduct approach

We are committed to conducting every aspect of our business with integrity, complying with the rule of law and respecting human rights across our operations and throughout our value chain in line with the UN Guiding Principles on Business and Human Rights (UNGPs). We expect the same level of ethical business conduct within our own operations and among the companies we do business with, including suppliers. This means having policies and processes in place to ensure that business is conducted in a responsible way.

As a signatory to the UN Global Compact since 2004, we commit to upholding its Ten Principles on human rights, labour, environment and anti-corruption across our value chain. By embedding these principles in our policy framework and governance, we aim to build and enable a culture that supports the realisation of these commitments.

We are part of the Tetra Laval Group, which includes Sidel and DeLaval. The Tetra Laval Group Code of Business Conduct establishes a set of rules and standards in key areas, which must be followed by all group companies and employees. This Code is supplemented by our own policies that support responsible business conduct and sustainability, such as our Code of Business Conduct for Suppliers (Suppliers Code) and our Responsible Sourcing Procedure.

Read more about our policies

Sustainable procurement and supplier engagement

Strong, sustainable and ethical relationships with our suppliers are central to achieving our sustainability goals. Our commitment to continuous improvement is supported by robust procurement policies and procedures.

Responsible sourcing and due diligence

The supplier onboarding process is a critical touchpoint. At the start of any relationship, we require suppliers to sign our Supplier Code, which sets out our expectations in areas such as human rights, labour standards, occupational health and safety, environmental management and business ethics, including mandatory requirements for both suppliers and their sub-suppliers. It also includes information on monitoring and audits, remediation, training and engagement. In case of non-compliance, we collaborate with suppliers that acknowledge their impacts and seek to reasonably address them. We reserve the right to end a supplier relationship where a supplier shows a consistent or significant lack of commitment to complying with our requirements.

In 2025, we made significant updates to our Supplier Code, underlining our commitment to the UNGPs and clarifying our expectations on suppliers related to business integrity, due diligence, human rights and environmental protection.

Read more about suppliers code here

In addition to the updates to our Supplier Code, during 2025 we also rolled out a new Human Rights & Environmental Due Diligence agreement with strategic suppliers. This requires both buyer and supplier to collaborate in identifying, mitigating, and remediating adverse impacts, ensuring a consistent approach to due diligence, in line with the UNGPs and the OECD Guidelines for Multinational Enterprises. To date, 47 suppliers have signed the agreement.

In 2025, as part of our flagship Join Us in Protecting the Planet (JUIPP) initiative focused on strategic suppliers, we assessed the strength and maturity of the HRDD approaches of our top 145 suppliers by value chain impact. We also developed and delivered training for internal stakeholders and suppliers on identifying and assessing human rights impacts, through webinars and e-learning modules which were very positively received by suppliers.

Implementing our requirements

As part of our revised approach, we also updated our Responsible Sourcing Procedure during the past year. This defines how we put our Supplier Code into practice, from communicating our requirements, managing exceptions and conducting third-party assurance. We take a risk-based approach to selecting suppliers for assurance. This comprises an assessment of inherent country and industry risks, certification/assessment results and knowledge from our procurement teams. We also prioritise suppliers selected for audit based on our annual spend / purchasing volume.

In addition to compliance with our Supplier Code, we also define specific requirements for suppliers of the base materials used in our packaging products. These are outlined in our Responsible Sourcing of Liquid Packaging Board Procedure and our Responsible Sourcing of Renewable Polymers Procedure. We require that suppliers deliver us material certified according to voluntary sustainability standards, such as the Forest Stewardship Council (FSC™), Bonsucro, the Aluminium Stewardship Initiative (ASI) and the International Sustainability & Carbon Certification (ISCC). Read more about these requirements in the Circularity and Nature chapters of this report.

Sedex

During 2025, we placed a renewed focus on the use of SMETA audits at our own production sites and direct suppliers to identify and remediate issues. Suppliers are prioritised based on risk and spend, and where non-conformities are identified, corrective actions are agreed with suppliers and tracked to closure. We apply a risk-based approach to responsible sourcing, using Sedex Members Ethical Trade Audit (SMETA) on-site audits to assess suppliers' compliance with human rights, labour practices, occupational health and safety, environmental requirements and business ethics, including anti-corruption controls.

Procurement and supplier development

During 2025, we have continued to focus on building internal and supplier capabilities on sustainability. In addition to a new Responsible Sourcing training, we engaged with our global procurement categories to run decarbonisation workshops, exploring practical ways that we can engage with our suppliers to reduce emissions. We also launched a carbon pricing pilot, investigating the potential use of the Sustainable Procurement Pledge (SPP) Carbon Pricing Principles as part of our sourcing activities.

Through our procurement categories, we continue to engage with our strategic and preferred suppliers to request that they undertake an EcoVadis assessment and encourage them to work on improvement areas. To aid this, we ran two Q&A sessions for our Supplier Managers to boost awareness and promote adoption. We have also run a series of capability building webinars for suppliers that are part of our Join Us in Protecting the Planet initiative.

See our spotlight story for further information

Spotlight story

Join Us in Protecting the Planet:

Scaling and accelerating impact through our flagship supplier programme

Transformation of global food systems will only be possible if every player in the value chain plays their part. By collaborating closely with suppliers, we can improve outcomes for people and planet and create more resilient supply chains

Five years ago, we launched our flagship initiative Join Us in Protecting the Planet (JUIPP) with the intention of helping us to achieve the sustainability goals set in our Strategy 2030. It asks suppliers to support us in these goals by committing to reduce their GHG emissions, assess and address their impact on nature, maximise the use of recycled content and address human rights impacts. The initiative also focuses on transparency, with commitments to sharing emissions data and maximising traceability of materials and it encourages suppliers to seek external validation of progress and targets, including achieving CDP A list status and setting SBTi Net Zero targets of their own.

	2025
# of suppliers in scope (overall)	**145**
% of suppliers scoring “Advanced” JUIPP performance (JUIPP score above 66%)	**21%**
% of suppliers reporting to CDP (Climate)	**77%**
% of suppliers with a valid SBTi target	**33%**

2025 marks the halfway point between the launch of JUIPP and the target date of our Strategy 2030 goals. From the launch of the initiative in 2020 with 45 raw materials suppliers, we then expanded it to a wider scope of suppliers in 2023, and we now have a total of 145 suppliers engaged across many industries and regions from categories including logistics, IT, facility services, equipment and parts. Between them, our JUIPP suppliers account for around 66% of our total spend.

All members received the annual JUIPP questionnaire, with some notable changes to the scoring criteria for 2025. We extended the evaluation of “Assess and address human rights impacts” to cover the human rights due diligence process more broadly, as the evaluation previously focused on the identification and prioritization of risks to people as a first step.

For the equipment and services suppliers newly onboarded in JUIPP in 2023, we used their 2024 questionnaire response to build and calibrate the scoring system, aiming to keep it relevant, ambitious and fair for the various industries and companies in scope. While these newer members only received an indicative scorecard for their 2024 reporting, 2025 was the first year they were evaluated against the new scoring criteria, and therefore the first year in which equipment and services suppliers could compete for a Supplier Sustainability Award alongside our raw materials suppliers.

Beyond the annual questionnaire and scorecard process, we support our JUIPP members with regular communication throughout the year. In 2025, we held our first ever series of capability building webinars exclusively for our JUIPP suppliers. These webinars focused on capability building across Nature, Human Rights, and Climate by sharing practical insights and guidance from our internal experts.

2025 member progress

In 2025 we achieved a near-complete response rate of 98% out of 145 suppliers to our annual JUIPP supplier survey, highlighting strong engagement from suppliers and revealing progress on many fronts across our JUIPP supplier base. In particular, we saw a significant increase in suppliers setting science-based climate targets, with 48 suppliers now having an SBTi-validated target, up from 29 in 2024. Our 2025 GHG inventory also indicates a 25% reduction in scope 3 emissions linked to Base Materials suppliers since 2019. These are all steps in the right direction, but there is more to be done on our journey to 2030. In 2026, we plan to update our scoring system with a greater focus on impact across the Climate and Nature pillars, and to offer another series of capacity-building webinars offered ahead of the reporting period.

We planned a focused programme of supplier webinars to build practical capabilities across key sustainability priorities:

- Human rights due diligence made practical
- Just Transition in climate action
- Product Carbon Footprint (PCF)
- Decarbonisation and energy management
- Addressing the nature impact
- Circularity and circular business models

Spotlight story continued

Progress achieved in 2025

High engagement and collaboration, but more work to do for 2030

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

48
suppliers have a validated science based climate target, vs, 29 last year

98%
response rate in the Join Us in Protecting the Planet 2025 questionnaire

23
suppliers are in the process of assessing nature impact in their value chain

CDP
112
suppliers reported to CDP Climate in 2025

28
suppliers have a human rights due diligence process that we assess as mature

99%
suppliers in scope approved new Code of Business Conduct for Suppliers

68
suppliers included in Wave 1 roll-out of mutual HREDD agreement

~2/3
of total raw materials emissions covered by a climate action plan

25%
reduction in scope 3 emissions linked to base materials suppliers since 2019

Photos from award event with Maersk

"Value-chain collaboration helps accelerate progress by creating clearer alignment on expectations and enabling more informed decision-making across all steps of the supply chain. When we exchange insights and understand each other's priorities, it allows us to focus our efforts where they can have the greatest impact. Strong collaboration doesn't replace the work each company must do individually, but it helps ensure that actions across the value chain move in a consistent and forward-looking direction."

Mikkel Söndergaard Rasmussen
SVP, Global Head of Sales, Maersk

Meet our 2025 Join Us in Protecting the Planet supplier sustainability award winners

This year for the first time, we extended the Join Us In Protecting the Planet award to three groups of suppliers, raw materials, services and equipment, and therefore we have three winners – Klabin, Maersk and Spirax – who have made significant efforts to further advance their sustainability leadership in 2025.

Klabin became the first supplier to achieve a 100% score in Join Us in Protecting the Planet. This milestone reflects their outstanding commitment and performance.

Spirax Group demonstrated exceptional engagement and proactive collaboration, becoming one of our top performers amongst our equipment suppliers despite only being onboarded two years ago.

Maersk exemplifies what it means to be a forward-thinking and collaborative partner, hosting educational sessions that allow us to learn from their innovative approach to renewable energy and nature impact mitigation.

Policies, standards and supporting initiatives

Our policies and procedures are designed to mitigate key business risks and safeguard responsible business practices. They cover a variety of topics, including assets, food safety, legal compliance, business conduct, human capital, environment, and financial and non-financial reporting.

Key sustainability-related policies and procedures specify the operational responsibilities for achieving our sustainability ambitions and targets. They outline how the Board and ELT are accountable for setting targets, monitoring progress and reporting on sustainability impacts and opportunities. These policies are summarised in the Appendix of this report. The implementation, cascading and monitoring of global policies and processes takes place within each department, and policies and procedures are reviewed on a continuous basis.

Code of Business Conduct

The Tetra Laval Group Code of Business Conduct details our commitment to ensure a working environment that promotes diversity, inclusion, equal opportunity and respect for human rights, and recognises the rights of freedom of association. Employees will not be penalised for any loss of business resulting from adherence to this code, or for reporting any actual or suspected breaches of the code.

The code also details the requirements of employees of the Tetra Laval Group around conflict of interest, confidentiality and security, authorisation and anti-corruption. In addition, it sets out the Group's non-negotiable standards around environmental impact, financial and non-financial reporting, compliance, monitoring and reporting, and obeying the law.

Labour standards and Workplace Conduct Policy

We are committed to providing a working environment in which everyone is treated – and treats each other – with dignity and respect. We have stringent labour standards that apply to our own employees and across our supply chain.

Our Workplace Conduct Policy forms the foundation to protect our employees from discrimination, harassment and bullying, and outlines the procedures to be followed in the event of a grievance. Read more about whistleblowing and grievance mechanisms in the section below.

Our Recruitment Policy and Procedure states that there shall be no discrimination in the recruitment, employment and promotion of employees on the grounds of religion, social standing, ethnic origin, gender, age, physical abilities or sexual orientation, and equal opportunity shall exist for all candidates. It also details the provision of learning and development opportunities as well as benefits to our employees.

Remuneration

Remuneration is governed by the Tetra Laval Group Remuneration Policy which outlines three key remuneration principles. These are that remuneration will be:

- Relevant to attract and retain talent, and appropriate for the respective labour market;
- Predictable, transparent, equitable, balanced between fixed and variable elements, and understandable; and
- Sustainable to serve business strategy, affordable and set in a responsible way so it aligns to different stakeholder interests.

Whistleblowing and grievance mechanisms

Employees as well as external stakeholders can, and are encouraged to, report concerns related to business ethics, possible discrimination, harassment and bullying, and other unacceptable behaviour. We have established secure and confidential channels through which employees can report suspected wrongdoing or misconduct. These channels are designed to be accessible both internally and externally, and to ensure that reports can be made anonymously if the whistleblower so chooses. This policy is publicly available on the Good Governance page of our website.

Employees may raise concerns to their line manager or another senior manager, and external parties[1] can raise concerns with their business contact or any senior manager. These concerns are then escalated to our Corporate Governance Officer and Head of Audit, to decide if an investigation should be initiated.

All reports are handled strictly confidentially, with information shared on a need-to-know basis for the purpose of investigation, and in line with our own privacy rules, GDPR and regulatory requirements for the treatment of whistleblowers. The company prohibits retaliation against individuals who report concerns in good faith. All breaches of the Code of Conduct or related allegations are reported annually to the Tetra Laval Group Board. After each concluded whistleblowing investigation, in cases where actions were taken, checks are made three, six and 12 months later to see whether there has been any negative impact or change to the whistleblower's position in the company.

Employees are trained on a three-year cycle on grievance mechanisms and how to raise a concern. Since October 2024, this regular training is delivered through our Speak Up initiative.

Anticorruption and bribery

Tetra Pak prohibits corruption, bribery and fraud. Our Anti-Corruption Policy[2] applies to our operations worldwide. A Gift and Hospitality Procedure as well as a Third Party Representatives Procedure are in place to prevent corruption and bribery. Internal controls and audits are in place to help detect and prevent corruption, bribery and fraud, and incidents are addressed through investigation and whistleblowing mechanisms. Breaches result in disciplinary action, which may include termination.

In 2024, we launched an initiative for our Corporate Governance team to train market leadership teams on the Corporate Governance Framework, and customer-facing employees on anti-corruption rules and support mechanisms, such as whistleblowing and conflicts of interest. Trainings are also provided to key business functions.

The Good Governance, Good Business e-learning covers business ethics and the Code of Conduct, and is mandatory for all new employees, with a target of 100% completion. At the end of 2025, 96% of our employees had completed this training. In-person training is also provided to new middle and senior managers joining the company as part |of the Crash Course. In 2025, we also launched a series of e-learnings covering the Corporate Governance Framework, Gift and Hospitality Procedure, Conflicts of Interest and Whistle Blowing, aimed at employees in higher-risk functions.

Competition law training is provided to the sales force on a biannual basis, with an emphasis on anti-corruption. In 2025, 119 training sessions on competition law were held.

Risk management and internal controls

We have a well-established Enterprise Risk Management (ERM) framework that supports the identification and assessment of risks, the implementation of mitigating controls, and the execution of assurance activities across all business units, functions, and markets. Our process combines both “bottom-up” and “top-down” approaches under the oversight of the Tetra Pak Risk Committee, which meets on a quarterly basis.

The relationship between risks, policies, controls, and assurance activities is managed through our Governance, Risk and Compliance (GRC) process. An annual Control Self-Assessment (CSA) campaign helps identify control gaps and informs our risk assessments. This is supplemented by Second Line of Defence monitoring and Third Line of Defence audits performed by Tetra Laval Group Internal Audit. All Leadership teams review their risks on a quarterly basis, and any significant exposures are regularly reported to the Tetra Laval Group Board. In addition, a Management Declaration is submitted to the Board annually to provide assurance on Corporate Governance activities throughout the year.

We have recently introduced a new Business Resilience and Mitigation (BRRM) Procedure, based on the COSO[3] framework and designed to strengthen decision-making and stakeholder protection. The BRRM Framework establishes distinct but interconnected cycle for managing operational and strategic risks and reinforces accountability through clearly defined lines of defence for each risk category. The BRRM Framework also supports our Double Materiality Assessments, which are used to identify material impacts, risks, and opportunities (IROs).

Political donations

Tetra Laval Policies prohibit donations cash or in kind to any politician, political party or associated body or otherwise of a political nature by the Group or Group entities or individuals in the name of the Group or Group Entities. We are introducing systems to request membership associations to provide details of any political donations that they may make.

Responsible marketing

When we talk about the sustainability benefits of our products, solutions and services, it is imperative that these claims are accurate and well-supported. Our Environmental Communication & Claims Procedure was updated in February 2025 and we have complemented this with additional training and tools in the form of our new Environmental Claims Toolkit, which was rolled out across the business in April 2025. It outlines our company stance and approach, provides guidance through a new easy-to-follow Environmental Claims Handbook, and includes a new e-Learning that is available to all and mandatory to employees in key functions. This will help our colleagues become more confident and knowledgeable in their communications on topics ranging from biodiversity to third-party labelling and more. Our procedure is aligned with recognised international standards and applicable regulations, and materials are updated on a regular basis.

This report is published ahead of the EU Empowering Consumers Directive (EU 2024/825), effective from 27 September 2026. The Directive strengthens EU consumer-protection rules against misleading environmental claims, and we are actively preparing to meet its requirements.

Philanthropic donations

Conflict and natural disasters cause devastating harm to people and communities. Tetra Pak is part of the Tetra Laval Group, which makes donations in response to humanitarian crises. We are working to further enhance our impact with a greater focus on the speed and type of response to humanitarian crises where we can best provide assistance.

In 2025, Tetra Laval Group donations included the provision of power generators worth €10 million to Ukraine, in addition to the €30 million already contributed for generators, humanitarian support and to ensure the safe distribution of food since the start of the Russian invasion. Tetra Laval also supported communities affected by the devastating earthquake in Myanmar with a donation to the UN World Food Programme (WFP) that will provide essential assistance to approximately 6,400 individuals in the hardest-hit areas of Sagaing and Mandalay. In addition, Tetra Pak contributed an in-kind donation of packaging materials for soy milk, equivalent to 200,000 cartons.

In Jamaica, Tetra Pak worked with local customers to donate 2.5 million units of packaging to support food distribution to affected communities. In the Philippines, Tetra Pak provided in kind Tetra Brik Aseptic 200 Slim packaging for soy milk, valued at €10,000 and equating to around 216,000 packages and straws, with Dutch Mill covering product costs for distribution in the hardest hit areas. This was complemented by a €100,000 donation to the World Food Programme (WFP) to support emergency relief efforts, including food, shelter and essential supplies.

Appendix

Our policies

This section provides an overview of the most relevant policies and procedures we have to manage our material impacts, risks and opportunities; it is not an exhaustive list of all Tetra Pak policies and procedures.

Policies & Procedures	Purpose	Scope	Policy Owner	Availability	Applicability across Sustainability Report
Tetra Laval Group **Code of Business Conduct**	Establishes a set of rules and non-negotiable standards in key areas.	All companies and employees within the Tetra Laval Group	Approved by the Group Board and issued by the President of TLI	Tetra Pak webpage	Social sustainability Business conduct
Tetra Laval Group **Policies**	Forms part of a framework of mandates, charters, policies, standards documents and lines of reporting (the Framework) constituting the formal aspects of corporate governance in the Tetra Laval Group (the Group).	Group Financing, Financial Planning & Reporting, Corporate Governance, Legal Structures and Tax Management, Mergers & Acquisitions and Environmental, Social and Governance (ESG)	Approved by the Group Board and issued by the President of TLI. The CEO of each Industry Group and the President of TLI are accountable to the Group Board for monitoring and enforcement of these Group Policies in their respective organisations	Tetra Pak Intranet	Social sustainability Business conduct
Tetra Pak **Air Emissions Management Procedure**	Provides requirements and thresholds to help Tetra Pak's production sites implement the Tetra Pak Group Environmental Policy, with respect to control air emissions.	All of Tetra Pak's global activities	Executive Vice President, Sustainability & Communications	Tetra Pak Intranet	Climate Nature
Tetra Pak **Anti-Corruption Policy**	To prevent corruption and ensure compliance with all applicable anti-corruption laws globally. Implementation: Includes training programmes for employees to recognise and avoid corrupt practices, and mandates due diligence for mergers, acquisitions and third-party partnerships.	All employees of Tetra Pak Group companies	EVP Legal Affairs & General Counsel Tetra Pak	Tetra Pak Intranet	Business conduct

Our policies
(continued)

Policies & Procedures	Purpose	Scope	Policy Owner	Availability	Applicability across Sustainability Report
Tetra Pak **Code of Business Conduct for Suppliers**	A fundamental part of our approach to human rights and environmental due diligence (HREDD) and defines what we expect of suppliers to Tetra Pak. It defines our requirements in the areas of human rights and labour practices, occupational health and safety, environmental management, and business integrity. In case of non-compliance, we collaborate with suppliers that acknowledge their impacts and seek to reasonably address them. Note: Tetra Pak's revised Supplier Code was published in 2025 with significant changes made in the content and structure. Read more [link to Social Sustainability].	Any third party that provides goods and services directly to Tetra Pak and puts in scope all of their workers, contingent workforce and affected communities in the regions where suppliers operate.	Owner: EVP Finance and Supplier Management Management and updates: by Sustainable Procurement Team within the Supplier Management Organisation.	Tetra Pak webpage	Circularity Climate Nature Social Sustainability Business Conduct
Tetra Pak **Code of Conduct for Recyclers**	Sets mandatory requirements for all actors along the collection and recycling value chain that enter into any agreement with Tetra Pak or work in partnership with Tetra Pak. It reflects the requirements of our own Code of Business Conduct, our participation in the United Nations Global Compact and our broader sustainability commitments.	All actors along the collection and recycling value chain that enter into any agreement with Tetra Pak or work in partnership with Tetra Pak.	EVP Sustainability & Communications	Tetra Pak Intranet	Circularity Climate Nature Social Sustainability Business Conduct
Tetra Pak **Environmental Policy**	Covers a wide variety of environmental aspects such as climate, water, energy, nature and pollution. It promotes the management of these practices within Tetra Pak business processes, a lifecycle view and the setting of targets.	All of Tetra Pak's global activities	Executive Vice President, Sustainability & Communications	Tetra Pak Intranet	Circularity Climate Nature
Tetra Pak **Food Safety Policy**	Defines the aims, requirements and ways of working in food safety for everyone in Tetra Pak, including specifying our food safety ambitions.	All employees of Tetra Pak Group companies	EVP Development & Technology	Tetra Pak Intranet	Food systems
Tetra Pak **Gifts and Hospitality Procedure**	Clearly defines what is acceptable in terms of giving and receiving gifts and hospitality to avoid conflicts of interest and maintain transparency. Monitoring: Requires employees to report any gifts or hospitality above a certain threshold to ensure they are appropriate and justified.	All employees of Tetra Pak Group companies	EVP Legal Affairs & General Counsel Tetra Pak	Tetra Pak Intranet	Business conduct

Our policies
(continued)

Policies & Procedures	Purpose	Scope	Policy Owner	Availability	Applicability across Sustainability Report
Tetra Pak Global **Medical Benefits Policy**	Defines Global Medical Principles that describe the importance of primary care and how the company sponsors medical plans in specific countries.	All employees of Tetra Pak Group companies	EVP Human Resources & Transformation	Tetra Pak Intranet	Social sustainability
Tetra Pak Group **Environmental Site Assessment Procedure**	This procedure is to establish minimum requirements and provide guidance for Environmental Site Assessments (ESAs) performed at sites during acquisitions & sales.	All of Tetra Pak's global activities	Executive Vice President Sustainability & Communications	Tetra Pak Intranet	Climate Nature
Tetra Pak Group **Total Remuneration Policy**	Elaborates on other benefits that help maintain work-life balance. These benefits typically include paid time off, transportation, medical check-ups, fitness benefits or subsidised meals, etc.	All employees of Tetra Pak Group companies	EVP Human Resources & Transformation	Tetra Pak Intranet	Social sustainability
Tetra Pak **Long Term Employee Benefit Policy**	Supports the accumulation of savings for employees' post-retirement phase of life, and helps provide financial security to employees and their families in case of long-term illness, disability or death.	All employees of Tetra Pak Group companies	EVP Human Resources & Transformation	Tetra Pak Intranet	Social sustainability
Tetra Pak **Occupational Health and Safety Policy**	Outlines the approach to achieve a safe and healthy environment, with zero accidents and work-related illness.	All employees of Tetra Pak Group companies	EVP Human Resources & Transformation	Tetra Pak Intranet	Social sustainability
Tetra Pak **Pollution Management Procedure**	Procedure outlining the management, including roles and responsibilities related to pollution that may occur at Tetra Pak production sites. The procedure states that Tetra Pak is committed to "effectively managing pollution risks, enhancing regulatory compliance and promoting sustainable operations, including pollution prevention strategies."	All operational processes within Tetra Pak that may contribute to environmental pollution, specifically addressing emissions to air, water pollution, and soil. It is to be adopted and applied to all production and R&D sites, such as PackMat, AddMat, Processing and Capital Equipment sites.	Executive Vice President Sustainability & Communications	Tetra Pak Intranet	Nature
Tetra Pak **Quality Policy**	Stipulates the bottom line in terms of quality requirements of Tetra Pak products.	All employees of Tetra Pak Group companies	EVP Development & Technology	Tetra Pak Intranet	Food systems

Our policies
(continued)

Policies & Procedures	Purpose	Scope	Policy Owner	Availability	Applicability across Sustainability Report
Tetra Pak **Recruitment Policy & Procedure**	States that Tetra Pak companies are expected to recruit, employ and promote employees on the sole basis of their individual qualifications and abilities, against criteria related to the duties of the relevant vacant position. It describes that as a company committed to diversity and inclusiveness, there shall be no discrimination on the grounds of religion, social standing, ethnic origin, gender, age, physical abilities or sexual orientation, and equal opportunity shall be for all candidates.	All employees of Tetra Pak Group companies	EVP Human Resources & Transformation	Tetra Pak Intranet	Social sustainability
Tetra Pak **Responsible Sourcing Procedure**	Sets out the requirements for all purchasing categories to manage risks in relation to human rights, labour practices, occupational health and safety (OHS), environment, biodiversity and business integrity.	All employees of Tetra Pak Group companies	EVP Finance and Supplier Management	Tetra Pak Intranet	Circularity Climate Nature Social Sustainability Business Conduct
Tetra Pak **Responsible Sourcing Procedure for Liquid Packaging Board**	Tetra Pak requires every supplier of LPB to comply with this procedure, which is attached to every contract signed by both parties. We seek to identify partners and suppliers that are aligned with our commitment to responsible sourcing of LPB. In the case of non-compliance with the requirements of the procedure, Tetra Pak will work with the supplier to develop and implement an appropriate corrective action plan. Tetra Pak reserves the right to terminate the agreement if the supplier continues to fail to comply with the requirements.	All suppliers of liquid packaging board	EVP Sustainability & Communications	Tetra Pak webpage	Circularity Climate Nature Social Sustainability Business Conduct
Tetra Pak **Responsible Sourcing Procedure of Renewable Polymers Procedure**	Requirements specifically applicable to renewable polymers sourcing. We expect all suppliers of renewable polymers to comply with the procedure and the commitments for sustainable sourcing of renewable polymers as stated.	All suppliers of renewable polymers	EVP Sustainability & Communications	Tetra Pak webpage	Circularity Climate Nature Social Sustainability Business Conduct

Our policies
(continued)

Policies & Procedures	Purpose	Scope	Policy Owner	Availability	Applicability across Sustainability Report
Tetra Pak **Third-Party Representation Procedure**	Selection Process: Involves thorough assessment of third-party representatives to ensure their business practices align with Tetra Pak's ethical standards. Compliance: Mandates regular compliance assessments and audits of third-party representatives.	All employees of Tetra Pak Group companies	EVP Legal Affairs & General Counsel Tetra Pak	Tetra Pak Intranet	Business conduct
Tetra Pak **Waste Management Procedure**	Establish the correct way of managing waste through operations and minimising waste generation through 5R concept.	All of Tetra Pak's global activities	Executive Vice President, Sustainability & Communications	Tetra Pak Intranet	Circularity
Tetra Pak **Water Management Procedure**	Procedure stating that Tetra Pak "are committed to contribute to global water resilience by reducing the negative impacts on local water resources and working to solve shared water challenges in at-risk basins across our value chain." The procedure covers roles and responsibilities, and a number of aspects relating to water management, including reporting, stakeholders and shared water challenges, site water data, water risk management, water quality and Water, Sanitation and Hygiene (WASH) services	Water management within Tetra Pak own operations at all Tetra Pak legal entities.	Executive Vice President Sustainability & Communications	Tetra Pak Intranet	Nature
Tetra Pak **Workplace Conduct Policy**	Articulates standards of workplace conduct which support the creation of an effective, productive and safe working environment. It covers discrimination, harassment and bullying, and personal relationships in the workplace, and outlines the procedures to be followed in the event of a complaint.	All employees of Tetra Pak Group companies. In case of contradiction between this policy and local policies and/or laws, the local requirements apply.	EVP Human Resources & Transformation	Tetra Pak Intranet	Social sustainability

Sustainability performance data

This section details Tetra Pak's sustainability performance data for the period 1 January 2025 – 31 December 2025. Data is organised under each pillar of our sustainability agenda and then by material topic.

Our scope 1, 2 and 3 GHG emissions and water metrics were assured by EY to the level of limited assurance in 2025. More information on the accounting principles and methodology can be found in the Assurance statements here.

Sustainability performance ratings

	2023	2024	**2025**
CDP Climate	A-	A	**B***
CDP Forests	A	A-	**A-**
CDP Water	A-	A-	**A-**
EcoVadis	Gold Medal	Gold Medal	**Platinum Medal**

* The change in score reflects a technical assessment outcome related to how certain disclosure elements were captured, specifically climate-related performance incentives. It does not reflect any material change in our climate strategy, governance, targets or actions. Our underlying approach to climate action and the progress we are making remain unchanged, with a 34% reduction in value chain emissions achieved since 2019, keeping us on track towards our 46% reduction target by 2030. We are also on track to achieve net zero in our own operations by 2030.

Food systems

Food production

	2023	2024	**2025**	Δ% 2025 vs. 2024	2030 target (baseline)
Cumulative number of smallholder farmers involved in Dairy Hub projects since 2011	77,376	83,967	**89,200**	6%	100,000 (2011)
Cumulative number of Dairy Hub projects since implementation in 2011	25	29	**33**	14%	
Absolute GHG emissions reduction of dairy ambient processing lines (tCO_2e) since 2019 baseline	-33%	-42%	**-35%**	-16%	-50% (2019)
% of progress towards sales target of plant-based and new food* processing equipment and technologies vs. 2023 baseline	–	18.1%	**30%**	66%	Triple (2023)

* 'New food sources' is a term broadly referring to any food produced through a combination of new ingredients or innovative new processes. It includes, but is not limited to, the EU definition of 'novel foods' in EU Regulation 2015/2283 on novel foods

**Progress is reported as a percentage reflecting how close we are to achieving the target.

Food access

	2023	2024	**2025**	Δ% 2025 vs. 2024
Number of children reached by School Feeding Programmes worldwide (million)	64m	66m	**68m**	3%
Number of countries participating in school feeding programmes worldwide	49	49	**52**	6%

Performance data
(continued)

Circularity

Resource inflows

Weight (kilo tonnes)	2024	2025	Relative proportion (%)
Total weight of materials for packaging and additional material*	2,871	**2,683**	
Paperboard	2,016	**1,868**	69.6%
Fossil-based polymers	634	**615**	22.9%
Plant-based polymers	57	**56**	2.1%
Films	11	**9**	0.3%
Aluminium foil	136	**125**	4.7%
Inks	10	**10**	0.4%

*Excluding tab strips, liners and hotmelts

Materials used by weight (%)	2024	2025
Renewable materials (paperboard & plant-based polymers)	72%	**72%**
Non-renewable materials (fossil-polymers, aluminium foil, films & inks)	28%	**28%**

Resource outflows

Plant-based packages and caps growth	2023	2024	2025
Plant-based packages (billion)	10.4	11	**10.8**
Plant-based caps (billion)	12.6	12.3	**10.1**

Proportion of FSC™ labelled carton packages delivered to customers	2023	2024	2025
FSC™ labelled packages (billion packages)	148	148	**145**
Total packages with FSC™ label (%)	83%	83%	**83%**

Waste in our operations

Waste (tonnes)	2023	2024	2025	Δ% 2025 vs. 2024
Total waste[1]	**183,968**	**177,125**	**182,127**	3%
Non-hazardous waste	169,429	167,185	**169,512**	1%
Hazardous waste	14,539	9,940	**12,615**	27%
Waste management[2]				
Waste to preparation for reuse			**7,466**	
Waste to material recycling	171,546	167,451	**164,234**	-2%
Waste to other recovery operations			**380**	
Waste to incineration with energy recovery	9,390	6,604	**6,556**	-1%
Waste to other disposal operations			**1,621**	
Waste to incineration without energy recovery	1,366	1,468	**642**	-56%
Landfill	1,666	1,602	**1,228**	-23%

1. Figures for FY23 and FY24 have been corrected following a methodological review.

2. New waste-management categories have been introduced in alignment with updated GRI requirements.

Collection & recycling of Food and Beverage Cartons

	2023	2024	2025	Δ% 2025 vs. 2024
Total amount invested in collection and recycling programmes worldwide (million €)	€40	€42	**€42**	1%
Total weight of food and beverage cartons collected and sent for recycling (kilo tonnes)[1]	1,291	1,358	**1,286**	-5%
Carton Collected for Recycling rate (%)[2] of food and beverage cartons	27%	28%	**27%**	

1. The total volume of beverage cartons placed by the entire industry on the market is estimated from externally available industry data and research. The quantity of used beverage cartons collected for recycling is based on the latest official data published or supplied by reliable sources such as governmental bodies, registered recycling organizations, national industry associations, or non-governmental organizations, etc. In cases where such official data is unavailable, the figure is based on our best estimate.

2. For the whole food and beverage carton volume put to the market by all producers (not only Tetra Pak)

Performance data
(continued)

Climate

Greenhouse gas emissions

Tonnes CO_2 equivalent ESRS E1-6	2019 (baseline)	2023	2024	**2025**	Δ% 2025 vs. 2019	Δ% 2025 vs. 2024
Scope 1 emissions ✓						
Direct emissions from owned/controlled operations	80,066	64,003	58,181	**54,417**	-32%	-6%
Scope 2 emissions ✓						
Market-based	112,770	43,339	27,645	**22,569**	-80%	-18%
Location-based	347,221	353,233	357,323	**343,712**	-1%	-4%
Scope 3 upstream emissions ✓						
C1: Purchased good and services	4,310,917	3,317,481	3,627,876	**3,213,874**	-25%	-11%
C3: Fuel and energy-related activities (not included in scope 1 or scope 2) (Market-based)	59,554	34,839	31,422	**29,603**	-50%	-6%
C3: Fuel and energy-related activities (not included in scope 1 or scope 2) (Location-based)	105,330	102,571	106,237	**105,435**	0%	-1%
C4: Upstream transportation and distribution	548,612	531,195	642,563	**543,002**	-1%	-15%
C5: Waste generated in operations	2,742	1,974	1,929	**1,963**	-28%	2%
C6: Business travel	42,987	22,364	30,535	**27,311**	-36%	-11%
Scope 3 downstream emissions ✓						
C9: Downstream transportation and distribution	36,317	37,062	47,032	**38,406**	6%	-18%
C11: Use of sold products**	6,986,498	5,654,918	4,582,011	**3,987,926**	-43%	-13%
C12: End-of-life treatment of sold products	938,580	847,661	779,737	**747,664**	-20%	-4%
Total scope 3 (market-based) ✓	12,926,208	10,447,494	9,743,105	**8,589,748**	-34%	-12%
Total GHG emissions (market-based) ✓	13,119,043	10,554,835	9,828,931	**8,666,734**	-34%	-12%
Emissions intensity (market-based tonnes CO_2e / revenue in million €)	1,050	823	767	**702**	-30%	-8%

*Categories excluded due to limited impact = 2 (capital goods and services), and 7 (employee commuting). Categories excluded due to not being relevant to Tetra Pak = 8 (upstream leased assets), 14 (franchises), and 15 (investments).
**Categories 10 (Processing of sold products) and 13 (downstream leased assets) are included within category 11.
✓ = Assured based on criteria of The Greenhouse Gas Protocol from 2013, find the assurance statement here.

Performance data
(continued)

Climate continued

Biogenic CO_2 emissions and removals

(metric kilotonnes CO_2)	2019 (baseline)	2023	2024	**2025**
Direct biogenic CO_2 emissions from combustion of bio-based fuels	1.62	1.86	1.82	**1.81**
Indirect biogenic CO_2 emissions from landfills and incineration without energy recovery	156	150	135	**134**
Indirect biogenic CO_2 removals referring to the biogenic content of the raw materials purchased	2,781	2,737	2,840	**2,641**

GHG emissions along Tetra Pak's value chain

Value chain GHG emissions (ktonnes CO_2e)	2019 (baseline)	2023	2024	**2025**	Δ% 2025 vs. 2019	Δ% 2025 vs. 2024
Purchased material & other upstream	4,370	3,352	3,659	**3,243**	-26%	-11%
Transport	585	568	690	**581**	-1%	-16%
Tetra Pak operations (scope 1, 2 + business travel)	236	130	116	**104**	-56%	-10%
Use of sold equipment	6,986	5,655	4,582	**3,988**	-43%	-13%
End of life	941	850	782	**750**	-20%	-4%

Renewable electricity consumption and onsite solar photovoltaics (PV) capacity in Tetra Pak operations

	2019 (baseline)	2023	2024	**2025**	Δ% 2025 vs. 2024	Target 2030
Percentage renewable electricity consumption in Tetra Pak operations	72%	89%	94%	**97%**	2.9%	**100%**
Onsite solar photovoltaics (PVs) capacity in megawatts (MW)	2.7	12.7	14.7	**15.3**	3.9%	–

Energy source and intensity

Energy consumption and mix	2019	2023	2024	**2025**	Δ% 2025 vs. 2024
Energy consumption – Fossil sources (MWh)	**576,136**	**355,566**	**301,532**	**263,563**	-13%
Coal & coal products	598	0	0	**0**	–
Crude oil and petroleum products	108,168	101,734	97,028	**82,711**	-15%
Natural gas	244,209	151,456	144,082	**144,181**	0%
Other fossil sources	0	0	0	**0**	–
Purchased or acquired heat from fossil sources	223,162	102,376	60,422	**36,671**	-39%
Energy consumption – Renewable sources (MWh)	**603,883**	**772,676**	**827,036**	**832,853**	1%
Biomass, biofuels, biogas, hydrogen from renewable sources	8,017	9,140	8,960	**8,886**	-1%
Acquired electricity, heat, steam or cooling from renewable sources	593,738	753,054	804,738	**809,748**	1%
Self-generated non-fuel renewable energy	2,127	10,482	13,338	**14,219**	7%
Total energy consumption (MWh)	**1,180,019**	**1,128,243**	**1,128,568**	**1,096,416**	-3%
Share of non-renewable energy consumption	49%	32%	27%	**24%**	
Share of renewable energy consumption	51%	68%	73%	**76%**	
Energy production (MWh)	**28,673**	**11,261**	**13,936**	**15,047**	8%
Non-renewable energy production	26,545	779	599	**828**	38%
Renewable energy production	2,127	10,482	13,338	**14,219**	7%
Energy intensity from activities in high climate impact sectors[1] (MWh/million €)	94	88	88	89	0.8%

1. Energy Intensity is based on the total 2025 energy consumption and revenues. All consumed energy is associated with activities in high climate impact sectors "NACE Code C – Manufacturing" and "NACE Code G - Wholesale and Retail Trade"

Performance data
(continued)

Nature

Water management

Water metrics (megalitres)	2019 (baseline)[1]	2023	2024	**2025**	Δ% 2025 vs. 2019	Δ% 2025 vs. 2024	Target 2030
Total water withdrawal from all areas in scope of water target*	**2,097**	**1,898**	**1,709**	**1,657**	-21%	-3%	**-35%**
Total water withdrawal from all areas ✓	**2,134**	**2,470**	**2,316**	**2,284**	7%	-1%	
Surface water ✓	78	537	578	**602**	675%	4%	
Ground water ✓	605	508	442	**490**	-19%	11%	
Seawater ✓	–	–				–	
Produced water ✓	–	–	–	**–**		–	
Third-party water ✓	1,451	1,425	1,296	**1,191**	-18%	-8%	
Total water withdrawal from areas with water stress ✓	**976**	**945**	**898**	**889**	-9%	-1%	
Surface water ✓	78	3	5	**1**	-99%	-89%	
Ground water ✓	245	186	175	**171**	-30%	-2%	
Seawater ✓	–		–	**–**		–	
Produced water ✓	–		–	**–**		–	
Third-party water ✓	651	756	718	**718**	10%	0%	
Total water discharge to all areas ✓	**1,145**	**1,566**	**1,463**	**1,467**	28%	0%	
Surface water ✓	No data	685	706	**744**		5%	
Ground water ✓	No data	3	3	**3**		3%	
Seawater ✓	No data	–	–	**–**		–	
Third-party water ✓	No data	878	755	**720**		-5%	
Total water consumption from all areas ✓	**989**	**905**	**852**	**817**	-17%	-4%	
Water consumption in areas with water stress ✓	571	532	528	**557**	-2%	6%	
Water intensity (m^3 consumption per million € revenue)	86	71	66	**66**	-23%	0%	
CDP score for Water	**–**	**A-**	**A-**	**A-**			

*Our water withdrawal target is broken down per production site with specific targets given to each site depending on their level of water risk. With our site-based targets we aim to achieve a 35% water withdrawal reduction across Tetra Pak production sites by 2030 compared to 2019. The 2019 water baseline for one site has been corrected following a methodological review.
✓ = Assured based on criteria of GRI 303 standard, find the assurance statement here

Accounting principles:
For classification of water withdrawal from areas with water stress the WRI Aqueduct tool has been used and site coordinates have been entered into it. We have used 'Baseline water stress' (BWS) as an indicator and water stressed areas are those rated 'High' or 'Extremely high' for BWS.

Performance data
(continued)

Nature continued

Pollution

Air pollution metrics (tonnes)	2019 (baseline)	2023	2024	**2025**	Δ% 2025 vs. 2024
Total VOC emissions in packaging production*	725	454	414	**309**	-57%
Reduction in solvent emissions in own operations through production process improvements (%)	–	-29%	-9%	**-25%**	–

*Previous years' VOC emissions figures have been restated following a methodological update.

Biodiversity and ecosystems

	2023	2024	**2025**	Target 2030
Cumulative land under restoration through Araucaria Conservation programme in the Brazilian Atlantic Forest (hectares) since 2022	273 ha	1,566 ha	**3,205 ha**	7,000 ha
CDP score for Forests	**A**	**A-**	**A-**	N/A

Environmental actions

	2023	2024	**2025**
Operational sites assessed on specific environmental risks			**100%**

Performance data
(continued)

Social sustainability

Employee characterstics

ESRS S1-6	2023		2024		2025	
Total number and share of employees	**24,814**		**24,954**		**25,130**	
Female	5,895	(24%)	6,107	(24%)	**6,225**	(25%)
Male	18,919	(76%)	18,847	(76%)	**18,905**	(75%)
Contract type						
Total number of permanent employees	**24,297**		**24,443**		**24,645**	
Female	5,692		5,914		**6,038**	
Male	18,605		18,529		**18,607**	
Total number of temporary employees	**254**		**259**		**246**	
Female	76		63		**77**	
Male	178		196		**169**	
Total number of non-guaranteed hours employees	**263**		**252**		**239**	
Female	127		130		**110**	
Male	136		122		**129**	
Employee turnover						
Employees who left Tetra Pak (number)	2,488		2,463		**2,266**	
Rate of employee turnover	10.1%		9.9%		**9%**	
Employee engagement survey results[1]						
Employee Engagement score (%)	–		87%		**87%**	
Employee Engagement Participation rate (%)	–		85%		**85%**	

1. No historical data shown due changes in methodology and platform used to collect Employee Engagement results in 2024. While we do have historical results related to Employee Engagement, these results would not be fully comparable with the 2024 results.

Headcount by country[1]

	2025		
ESRS S1-6	Female	Male	**Total**
Argentina	74	357	**431**
Brazil	376	1,156	**1,532**
China	514	1,941	**2,455**
Denmark	99	441	**540**
France	141	475	**616**
Germany	146	632	**778**
Hungary	157	301	**458**
India	262	1,296	**1,558**
Italy	522	1,264	**1,786**
Japan	101	487	**588**
Mexico	251	897	**1,148**
Netherlands	51	243	**294**
Pakistan	29	309	**338**
Panama	192	153	**345**
Poland	94	346	**440**
Saudi Arabia	8	242	**250**
Serbia	125	265	**390**
Spain	192	608	**800**
Sweden	1,168	2,487	**3,655**
Switzerland	96	161	**257**
Thailand	149	302	**451**
Türkiye	74	308	**382**
United States	403	1,357	**1,760**
Vietnam	107	482	**589**

1. Per country with 250 employees or more representing at least 10% of Tetra Pak's total number of employees

Performance data
(continued)

Social sustainability continued

Diversity metrics

Total number and share (%) ESRS S1-9	2023		2024		2025	
Tetra Laval Board[1]						
Female	1	(12%)	0	(0%)	**0**	(0%)
Male	8	(88%)	8	(100%)	**8**	(100%)
Executive Leadership Team (ELT)						
Female	1	(10%)	2	(18%)	**2**	(20%)
Male	9	(90%)	9	(82%)	**8**	(80%)
Senior management[2]	114		118		**113**	
Female	29	(23%)	32	(27%)	30	(27%)
Male	85	(77%)	86	(73%)	83	(73%)
Age split for all employees	**24,814**		**24,954**		**25,130**	
Below 30 years	2,868	(12%)	2,905	(12%)	2,799	(11%)
30-50 years	16,057	(65%)	16,007	(64%)	15,407	(61%)
Above 50 years	5,889	(24%)	6,042	(24%)	6,924	(28%)

1. TLG Board members are non-executive and independent
2. Senior management is defined as Tetra Pak employees in the Executive Leadership Team (which includes our President and CEO & Direct Leader Reports), and ELT -1, excluding Administrative Assistance. Metrics calculated using end-of-period Headcount as of December 31 of the reporting year. The way we define and measure the number of employees in 'senior management' positions changed in 2023.

Training and skills development metrics

Training and skills development ESRS S1-13	2023	2024	2025
Average number of training hours per employee	18.6	17.1	**18.6**
Female	15.2	13.9	**15.9**
Male	19.7	18.1	**19.5**
Total workforce who received career- or skills-related training (%)[1]	88%	79%	**85%**

Career management	2023	2024	2025
Employees who participated in regular performance and career development reviews (%)	100%	100%	**100%**
Number of employees with personal development plans	4,836	5,381	**4,701**
Number of internal mobility cases	4,587	3,944	**2,508**

1. Training hours are captured from multiple learning systems and include all types of training available at Tetra Pak. The training hours of an employee that left the company before December 31st 2025 are excluded from the calculation, as are trainings performed by consultants.

Health and safety metrics

ESRS S1-14	2023	2024	2025
Total fatalities (including contractors)	0	0	**0**
Number of employee recordable work-related accidents	104	94	**89**
Total Recordable Accident Rate (TRAR)[1]	1.82	1.63	**1.57**
Number of employees covered for health care[2]	–	16,730	**16,011**
Share of manufacturing sites ISO 45001 certified	96%	96%	**98%**

1. Total recordable accident rate = (number of recordable accidents) / work hours x 1,000,000
2. FY24 numbers reflect an update in the WTW, insurance broker's methodology

Performance data
(continued)

Business conduct

Business ethics metrics

	2023	2024	**2025**
Total workforce trained on business ethics issues (%)	98%	98%	**96%**
Operational sites for which an internal audit/risk assessment concerning business ethics issues has been conducted (%)	100%	100%	**100%**
Number of confirmed information security incidents	0	0	**0**
Operational sites with an information security management system (ISMS) certified to ISO 27001	1	1	**1**
Number of child or forced labour incidents within own workforce reported	0	0	**0**

Join Us in Protecting the Planet (JUIPP) Supplier Sustainability Initiative

	2023	2024	**2025**
% Spend coverage of the initiative scope (overall, replacing the current BM/E&S split)	50%	70%	**66%**
# of suppliers in scope (overall)	45	142	**145**
% of suppliers scoring “Advanced” JUIPP performance (JUIPP score above 66%)	9%	14%	**21%**
% of suppliers scoring “Maturing” in JUIPP performance (JUIPP score between 33% and 66%)	31%	40%	**48%**
% of suppliers having progressed from a Low (below 33%) score to a Maturing status since last year			**17%**
% of suppliers with a valid SBTi target	20%	21%	**33%**
% of suppliers reporting to CDP (Climate)	56%	63%	**77%**
% improvement since last year in suppliers having a mature nature approach, as evaluated by the JUIPP scoring criteria			**20%**

Sustainable procurement

	2023	2024	**2025**
Suppliers committed to Tetra Pak’s Code of Business Conduct for Suppliers (%)	91%	97%	**97%**
Suppliers with contracts that include clauses on environmental, labour, and human rights requirements (%)	91%	97%	**97%**
Upstream salient human rights impacts identified with a dedicated action plan in place (%)		-	**100%**
Number of on-site Sedex audits conducted at supplier sites (#)		-	**34**
Strategic suppliers with a valid EcoVadis assessment (%)		-	**86%**
Suppliers that have provided information on conflict mineral due diligence (%)		-	**75%**
Paperboard volumes from FSC™ certified and other controlled sources (%)	100%	100%	**100%**
ASI aluminium volumes delivered (%)		32%	**72%**
Plant-based polymer volumes delivered as Bonsucro certified (%)	100%	100%	**100%**
% of recycled polymer volumes delivered as ISCC+ certified	100%	100%	**100%**
Audited or assessed suppliers engaged in corrective actions or capacity building			**100%**
Procurement staff trained on sustainable procurement topics (%)		91%	**97%**

Customer stories

Customer	Solution/case	Key focus area	Impact/outcome	Link to the report section	Location
Yili	Long term cooperation, supporting operational efficiency and sustainability through Processing and Services solutions and Total Productive Maintenance (TPM)	Climate & operations efficiency	Improved resource and cost efficiency, reduced energy use and emissions, and recognition through TPM World Class Award	Read more on page 17	China
Food and beverage producers (multiple customers)	Tetra Pak® Factory OS™ enabling integrated, data driven optimisation across operations	Climate & resource efficiency	Improved energy, water and material efficiency, reduced losses and downtime, and enhanced productivity through real time operational insights	Read more on page 20	Global
Tirlán **Meiji Holdings** **Select Milk**	Transition to low energy dairy processing technologies, including electrification and high efficiency equipment	Climate & resource efficiency	Reduced greenhouse gas emissions and energy use; up to 60% energy savings and over 3,000 tonnes CO_2 reduction in specific installations	Read more on page 26	Ireland Japan USA
Verka Dairy	Dairy Hub model supporting smallholder farmers through training, market access and integration into formal dairy value chains	Food access & resilience / Social sustainability	Improved farmer livelihoods, increased milk production and quality, and more stable supply of locally produced milk, supporting access to safe nutrition	Read more on page 27	India
Dairy cooperatives and smallholder farmers (UNIDO partnership)	Integrated partnership programmes covering dairy development, school feeding, innovation and supply chain decarbonisation	Food systems & resilience / Climate	Improved farmer livelihoods and milk production, expanded access to nutrition, and development of lower carbon dairy value chains.	Read more on page 28	Global (including Kenya)
Oatly	Best practice processing line for oat based beverages using whole crop technology	Food loss and waste / Resource efficiency	Increased raw material utilisation (up to +25%), reduced production waste and improved efficiency through higher yield from the same input	Read more on page 31	Europe
Tial	Aseptic two stream blending line improving juice production efficiency and resource use	Food loss and waste / Climate	Significant reductions in resource use and waste, including up to −65% steam consumption, −50% water use and −92% product losses	Read more on page 32	Brazil
Kate Farms	Aseptic carton packaging solutions enabling safe distribution of nutritional products	Food access & food safety	Extended shelf life without refrigeration, ensuring safe delivery of specialised nutrition products and improving access to health and nutrition.	Read more on page 33	USA
Governments, customers and NGOs	School feeding programmes delivering fortified milk and nutritious beverages through aseptic carton packaging	Food access & social sustainability	Improved access to safe nutrition for children, supporting health, development and learning outcomes, with 68 million children reached in 2025	Read more on page 34	Global

Customer stories
(continued)

Customer	Solution/case	Key focus area	Impact/outcome	Link to the report section	Location
Multiple customers (including Buttanut, García Carrión, Puleva and Nelinha do Babacu)	Customer Innovation and Product Development Centres enabling co development of new products and process optimisation	Innovation & resource efficiency	Faster time to market, improved product performance and more efficient use of resources across production.	Read more on page 35	Global
Food and beverage producers (including commercial pilots with García Carrión)	Development of paper based carton solutions, including paper based barriers and caps	Circularity & climate	Increased renewable content (up to 92%) and reduced carbon footprint (up to 43%) while maintaining food safety and functionality.	Read more on page 46	Global Spain
Milcobel	Asset Health Monitoring (AHM) enabling predictive maintenance and optimisation of equipment performance	Circularity & resource efficiency	Extended equipment lifespan, reduced downtime and energy use, with up to 102,000 kWh energy savings and reduced CO_2 emissions.	Read more on page 51	Belgium
Mengniu	Advanced dairy processing solutions, including OneStep technology and energy efficient technologies supporting decarbonisation	Climate & decarbonisation	Reduced energy use and CO_2 emissions, with over 271 kilotonnes of CO_2 impact avoided annually across production lines.	Read more on page 65	China
Milcobel	Water optimisation solution reducing water use in dairy processing through equipment upgrade	Water stewardship / Nature	Reduced water consumption by up to 38%, delivering significant water savings without compromising performance or product quality.	Read more on page 82	Belgium
Stakeholders across the value chain (including PepsiCo, NGOs and industry partners)	Programmes to improve social conditions across the value chain, including community engagement, worker conditions and informal waste sector inclusion	Social sustainability & inclusive value chains	Improved working conditions and community engagement, with a focus on inclusion of vulnerable groups and strengthening social outcomes across upstream, operations and downstream activities.	Read more on page 99	Global (including Brazil, Mexico and India)

Endnotes

About this report

1 Tetra Pak will be subject to CSRD compliance starting in 2028, with reporting for FY27.
2 'We', 'us' and 'our' in this report refers to the Tetra Pak Group of companies.
3 Scope 1 covers direct emissions from owned or controlled sources. Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company. Scope 3 includes all other indirect emissions that occur in a company's value chain.

Message from the President & CEO

4 The World Economic Forum, "Global Risks Perception Survey Report 2025-2026," https://www.weforum.org/publications/global-risks-report-2026/
5 The World Economic Forum, "Coming together: Sustainable growth means rethinking value," https://www.weforum.org/stories/2026/01/wef-davos-coming-together-sustainable-growth-means-rethinking-value/
6 UN, "Goal 2: Zero Hunger," https://www.un.org/sustainabledevelopment/hunger/
7 FAO, "FAOSTAT Analytical Brief 94: Greenhouse gas emissions from agrifood systems," 2024, https://openknowledge.fao.org/server/api/core/bitstreams/111b7ee8-282b-42ff-ad95-cccecd90f8ea/content#:~:text=FAO%2C%202024b).-,GLOBAL,from%2024%20percent%20in%202000
8 More detail on this and other performance data can be found in the Sustainability performance data section in the Appendix of this report

2025 highlights

9 Mass balance approach: A certified method used to calculate recycled content based on the amount of recycled material used in production.
10 For the reported used beverage cartons collected for recycling we use, where available, official publicly available data from renowned sources such as governmental agencies, registered recovery organisations, nationwide industry associations, NGOs etc. reported on a regular basis using a consistent approach. For markets where such official data is not available, volumes of used beverage cartons collected for recycling are estimated based on internal data

Our double materiality assessment

11 Positive Impacts: These refer to beneficial effects that an undertaking has or could have on people or the environment. Positive impacts can be either actual or potential.
Negative Impacts: These are adverse effects that an undertaking has or could have on people or the environment. Negative impacts can be actual or potential, short-term or long-term, intended or unintended, and reversible or irreversible.
Actual Impacts: These are impacts that have occurred or are occurring as a result of the undertaking's activities or its business relationships.
Potential Impacts: These are impacts that could occur but have not yet materialised. They represent possible future effects resulting from the undertaking's activities or its business relationships.
12 Timeframes used were – short-term = < 1 year, medium-term = 1-5 years, long-term = > 5 years.
13 Scale – how severe or beneficial the impact is or would be for people or the environment Scope – how widespread the impact is, based on extent of the damage or amount of stakeholders affected Irremediability – when the impact is negative, how hard it is to counteract or remedy the harm (N/A for positive impacts) Likelihood – chance of a potential impact occurring (always scored as 'certain' for actual impacts).
14 Aligned with ESRS standards: Climate (E1), Nature (E2, E3, E4), Resource Use & Circular Economy (E5), and Social Sustainability (S1, S2, S3).

Governance

15 WEF, 2025, https://www.weforum.org/stories/2025/07/chinas-green-transformation/
16 Accountancy Europe, 'FAQs: Fundamentals to assurance on sustainability reporting,' 2025, https://accountancyeurope.eu/publications/faqs-fundamentals-to-assurance-on-sustainability-reporting/

Endnotes
(continued)

Food Systems

1 UN, 'The Sustainable Development Goals Report,' 2025, https://www.un.org/sustainabledevelopment/hunger/
2 World Economic Forum, 'Renovation and reinvention are key to saving our food system,' 2024, https://www.weforum.org/stories/2024/06/renovation-reinvention-food/
3 FAO, "FAOSTAT Analytical Brief 94: Greenhouse gas emissions from agrifood systems," 2024, https://openknowledge.fao.org/server/api/core/bitstreams/111b7ee8-282b-42ff-ad95-cccecd90f8ea/content#:~:text=FAO%2C%202024b).-,GLOBAL,from%2024%20percent%20in%202000
4 EAT, '-Lancet Commission warns food systems breach planetary limits,' 2025, https://eatforum.org/update/eat-lancet-commission-warns-food-systems-breach-planetary-limits/
5 European Commission, 'Stockpiling,' accessed 02/2026, https://civil-protection-humanitarian-aid.ec.europa.eu/what/civil-protection/stockpiling_en#what-is-it
6 IFPRI, 'Food security brings economic growth – not the other way around,' 2014, https://www.ifpri.org/blog/food-security-brings-economic-growth-not-other-way-around/
7 Food and Agriculture Organization of the United Nations, 'Breaking siloes : UN agencies learn together on synergies for agrifood systems transformation in the Pacific,' 2025, https://www.fao.org/food-systems/news/news-detail/breaking-siloes--un-agencies-learn-together-on-synergies-for-agrifood-systems-transformation-in-the-pacific/en
8 UN Food Systems Coordination Hub, 'The UN Food Systems Coordination Hub at COP30,' accessed 02/2026, https://www.unfoodsystemshub.org/latest-updates/events/cop30/en
9 Food and Agriculture Organization of the United Nations, 'New FAO analysis highlights growing gap in climate finance for agrifood systems,' 2025, https://www.fao.org/food-agriculture-sustainable-transformation-partnership/news-and-events/news/detail/new-fao-analysis-highlights-growing-gap-in-climate-finance-for-agrifood-systems/en
10 A. Singaravadivelan, et al., 'Life cycle assessment of greenhouse gas emission from the dairy production system – review', National Library of Medicine, accessed 02/2026, https://pubmed.ncbi.nlm.nih.gov/37747649/
11 Sustainable dairy is defined as a dairy industry that emits less greenhouse emissions by introducing technologies, equipment and best practices in production and processing to safeguard nutrition security and sustain a billion livelihoods for tomorrow, while helping secure a future for us all. Source: https://globaldairyplatform.com
12 Tetra Pak, 'Tetra Pak leads Dairy Processing Task Force to accelerate climate action', 2023, https://www.tetrapak.com/about-tetra-pak/news-and-events/newsarchive/dairy-processing-task-force-announced
13 Calculations are based on the following configuration and values: Weekly volume: 1,440,000 litres. Product: milk, 1.5% fat. Capacity UHT: 15,000 litres/hour. Cleaning-in-place/sterilising: 5. Line solution: from raw milk storage to aseptic tank. Fuel type: natural gas, factor 0.202140029. Electr. emission factor: world average, factor 0.477.
14 Validated through independent monitoring and verification assessment and qualified for EEOS payments from Tirlán's energy supplier.
15 The term "Hidden middle" refers to the steps in agrifood value chains between farm and table – such as food processing, packaging, storage, transportation and distribution.
16 Sustainable food solutions are part of sustainable food systems as defined by the UN: https://www.un.org/sustainabledevelopment/fast-facts-what-are-sustainable-food-systems/
17 Tetra Pak, 'Why choose sunflower protein?,' accessed 02/2025, https://www.tetrapak.com/en-gb/insights/cases-articles/why-sunflower-protein
18 WRI, 'How Much Food Does the World Really Waste? What We Know – and What We don't,' 2024, https://www.wri.org/insights/how-much-food-does-the-world-waste
19 WRI, 'How Much Food Does the World Really Waste? What We Know – and What We don't,' 2024, https://www.wri.org/insights/how-much-food-does-the-world-waste
20 Conventional solution gives 8 litres of oat beverage from 1,1 kg of oat. New solution gives 10 litres of beverage (with 10% oat in the beverage) from 1,1 kg of oat.
21 Assumes 32 tonnes per truck
22 These savings are quantified in the statistics on this page. A further explanation of the savings is found on page 6 of the case study available for download here: https://www.tetrapak.com/en-gb/insights/cases-articles/juice-production-concept-big-on-savings.
23 FMCG Gurus Custom Survey, 'Active Nutrition,' 2023 (Nigeria, South Africa, Denmark, France, Germany, Italy, Netherlands, Poland, Spain, UK)
24 WFP, 'State of School Feeding Worldwide 2020,' 2020, https://docs.wfp.org/api/documents/WFP-0000124231/download/
25 Global Hunger Index, 'Morocco,' access 02/2026, https://www.globalhungerindex.org/morocco.html
26 The specifications for our packaging, additional material and food contact consumables products that are sold worldwide must comply with the standards for food contact materials defined by Europe (EU), the US (Food and Drug Administration) and China (GB). We undertake proactive monitoring and compliance to local legislation within all food safety areas to secure customer food safety production.
28 https://www.tetrapak.com/sustainability/acting-for-sustainability/the-pack-that-protects/food-protection
29 Wohner, B., & Tacker, M. (2021, November). Supporting evidence - Environmental performance of beverage cartons. University of Applied Sciences Campus Vienna

Circularity

1 ESRS E5 defines Circular Economy as "an economic system in which the value of products, materials and other resources in the economy is maintained for as long as possible, enhancing their efficient use in production and consumption, thereby reducing the environmental impact of their use, minimising waste and the release of hazardous substances at all stages of their life cycle, including through the application of the waste hierarchy. The goal is to maximise and maintain the value of the technical and biological resources, products and materials by creating a system that allows for durability, optimal use or re-use, refurbishment, remanufacturing, recycling and nutrient cycling." Source: https://www.efrag.org/sites/default/files/media/document/2025-12/November_2025_ESRS_E5.pdf
2 OECD, 'Environmental Outlook on the Triple Planetary Crisis,' 2025, https://www.oecd.org/en/publications/environmental-outlook-on-the-triple-planetary-crisis_257ffbb6-en/full-report.html
3 OECD, 'Environmental Outlook on the Triple Planetary Crisis,' 2025, https://www.oecd.org/en/publications/environmental-outlook-on-the-triple-planetary-crisis_257ffbb6-en/full-report.html
4 Ellen MacArthur Foundation, 'What is the meaning of a circular economy and what are the main principles?,' accessed 02/2026, https://www.ellenmacarthurfoundation.org/topics/circular-economy-introduction/overview
5 FBCA Global, 'Supporting evidence – Environmental performance of food and beverage cartons,' 2020, https://fbcaglobal.com/storage/files/20-011-circular-analytics-ace-full-report-2021-03-11.pdf; Meta Study of Life Cycle Assessment of Tetra Pak® cartons and alternative packaging systems for beverages based on selected studies of the European market (IFEU, 2021). Based on this European meta-study synthesising the results of 16 country-level studies, food and beverage cartons consistently showcased lower climate impacts than all the analysed alternatives, across dairy, juice, nectar, and still drink (JNSD) packaging.
6 In the context of this report, the term "polymer" specifically refers to plastic polymers unless otherwise stated.
7 This target is aligned with a mandatory requirement established by the EU Packaging and Packaging Waste Regulation (PPWR): https://environment.ec.europa.eu/topics/waste-and-recycling/packaging-waste_en
8 The total volume of food and beverage cartons placed by the entire industry on the market is estimated from externally available industry data and research. The quantity of food and beverage cartons collected for recycling is based on the latest official data published

Endnotes
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or supplied by reliable sources such as governmental bodies, registered recycling organisations, national industry associations or nongovernmental organisations, etc. In cases where such official data is unavailable, the figure is based on our best estimate.

9 That is, a carton made of renewable or recycled materials, which are responsibly sourced, therefore helping protect and restore our planet's climate, resources and biodiversity; contributing towards low carbon production and distribution; convenient and safe, therefore helping to enable a resilient food system; fully recyclable.

10 The FSC™ license code for Tetra Pak is FSC™ C014047. Read more on www.fsc.org.

11 ISCC PLUS is a voluntary certification scheme designed to validate sustainability characteristics of alternative feedstocks. It verifies the additional efforts companies make beyond regulatory compliance. Learn more: https://www.iscc-system.org/certification/iscc-certification-schemes/iscc-plus/

12 ISCC PLUS is a voluntary certification scheme designed to validate sustainability characteristics of alternative feedstocks. It verifies the additional efforts companies make beyond regulatory compliance. Learn more: https://www.iscc-system.org/certification/iscc-certification-schemes/iscc-plus/

13 Tetra Pak® Sustainable Packaging Consumer Research 2025, comprising a total of 12,500+ consumer interviews based on an online questionnaire in 25 countries.

14 Carbon Trust- verified Tetra Pak 'Carton CO2 Calculator' model version 11 (valid from 2025-01-01). Scope: cradle-to-grave measurement of a Tetra Brik® Aseptic 200 Slim Leaf carton with plant-based polymers in coating and paper-based barrier compared to a Tetra Brik® Aseptic 200 Slim Leaf package with aluminium foil layer and fossil-based polymers. Geography: EU Industry data.

15 Carbon Trust-verified Tetra Pak 'Carton CO2 Calculator' model version 12 (valid from 2026-01-01). Scope: cradle-to-grave measurement of a Tetra Brik® Aseptic 200 Slim carton with plant-based polymers in coating and paper-based barrier compared to a standard Tetra Brik® Aseptic 200 Slim package with aluminium foil and fossil-based polymers. Geography: global data.

16 The figure of 3% is related to the Tetra Brik® Aseptic 1000 Mid package tested in Spain with our customer Aneto. With the paper-based cap, the paper content in that carton increased by 3%, representing approximately 73% of the total package share by weight.

17 This figure is the result of internal calculations by Tetra Pak.

18 This target applies to waste generated at Tetra Pak's production sites that can be legally and technically diverted from disposal. It follows the waste hierarchy principles defined in the Waste Management Procedure: preventing waste generation wherever possible, promoting reuse, prioritizing recycling, and applying recovery options – including waste to energy before any disposal route. Only waste streams that must legally be landfilled or incinerated without energy recovery are excluded from the target scope.

Climate

1 FAO, "FAOSTAT Analytical Brief 94: Greenhouse gas emissions from agrifood systems," 2024, https://openknowledge.fao.org/server/api/core/bitstreams/111b7ee8-282b-42ff-ad95-cccecd90f8ea/content#:~:text=FAO%2C%202024b).-,GLOBAL,from%2024%20percent%20in%202000

2 Stockholm Resilience Centre, 'Planetary boundaries,' accessed 02/2026, https://www.stockholmresilience.org/research/planetary-boundaries.html

3 Christian Aid, 'Counting the Cost 2025 : A year of climate breakdown,' 2025, https://www.christianaid.org.uk/resources/our-work/counting-cost-2025

4 Tetra Pak, 'Net-zero : Getting it down to a science,' 2022, https://www.tetrapak.com/about-tetra-pak/stories/net-zero-science-based-targets

5 Tetra Pak, 'Decarbonising the value chain,' accessed 02/2026, https://www.tetrapak.com/sustainability/focus-areas/climate-and-decarbonisation/decarbonising-the-value-chain

6 The performance in 2019 is considered to be representative of Tetra Pak operations and the value chain and was the last full year for which an audited GHG inventory was available when our SBTi target was updated in 2020 and was therefore chosen as the baseline.

7 For scenarios for 2030 target setting and achievability assessments, specifically modelling the 'use of sold equipment' – an assumption of a 50% reduction in carbon intensity for electricity, based on the IEA sustainable development scenario was taken. The sustainable development scenario provides a strategic pathway to meet global climate, air quality and energy access goals in full, where the carbon intensity of power decreases by 54% by 2030 compared to 2018. The same scenario is referred to for the 2050 time horizon, assuming the global carbon intensity of electricity supply to decrease by more than 90% between 2018 and 2050.

8 These targets have been assessed, validated and approved by Science Based Targets initiative. They follow the SBTi Corporate and Near-term Criteria, SBTI Net Zero Standard, and GHG Protocol Corporate Standard.

9 Because we will be able balance remaining emissions with removals from the Araucaria project. For more detail, visit: https://www.tetrapak.com/sustainability/focus-areas/biodiversity-and-nature/land-restoration

10 Figure based on internal calculations by Tetra Pak.

11 Wohner, B., & Tacker, M., 'Supporting evidence - Environmental performance of beverage cartons,' University of Applied Sciences Campus Vienna, 2021

12 Figures based on a vapor-compression heat pump cycle with a Carnot efficiency of 67%, producing the utility in a milk pasteurizer.

13 Figures based on typical dairy line in France producing 60,000 litres of milk/hour, operating 6,000 hours/year. Heat energy is provided by Natural gas-based boiler, emission factor for natural gas is 0.20 kg/kWh and for electricity is 0.05 kg/kWh. Potential savings calculated based on process, product temperatures, heat recovery effectiveness and other factors. The energy savings can be lower or higher depending on the specific process conditions, and efficiency of the utility system.

14 Based on the following production scenario: "Pasteurized milk, NIZO 66%, 14 days of shelf life, 2000 L/h and compared to alternative homogenisation devices in the market."

15 Calculated based on modelled assumptions using a standardised production scenario and representative Mengniu plant configurations, with two Tetra Pak OneStep lines per plant replacing the two traditional indirect UHT milk line, operated 20 hours per day and 250 days per year, with a production volume of 325 tons per day. Emission factors and energy consumption are based on internal technical data and publicly available sources, applied in line with Tetra Pak's GHG accounting methodology. Actual emissions reductions may vary depending on site-specific configurations, operating conditions, and the electricity grid emission factors applied.

16 2024 PwC Network Environment Report PwC, '2025 PwC Network Sustainability Report,' 2025, https://www.pwc.com/gx/en/about/corporate-sustainability.html

17 World Economic Forum, updated 3 June 2025 World Economic Forum, 'Climate Crisis costs the world 12% in GDP for every 1°C temperature rise, and other nature and climate stories you need to read this week,' 2025, https://www.weforum.org/stories/2024/06/nature-climate-news-global-warming-hurricanes/#:~:text=Climate%20crisis%20costs%2012%25%20in,Nature%20and%20Biodiversity

18 A risk indicates the degree to which the business is susceptible to the impacts of an event (with the event related to the transition to a low-carbon economy or physical climate change), given the probability of that event happening in the future.

19 An opportunity indicates the degree to which the business can capture the benefit from an event related to climate change, given the probability of that event happening in the future.

20 Current FY 2024 ESRS prescribes that the short term should be aligned with the financial year. For the climate risks and opportunities assessment, Tetra Pak has used the term 'Current' to align with this mandate from ESRS Short-term 2025 - 2027 Aligned with the time horizon for Tetra Pak's business planning and ERM operational risks Medium-term 2028 - 2034 Aligned with Tetra Pak's development cycle for R&D (for strategic risks) Long-term 2035 - 2050 Capturing long-term risks and opportunities and aligned with Tetra Pak's climate targets.

Nature

Endnotes
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1 Planetary boundaries is a framework to describe the limits within which humanity can continue to develop and thrive. Source: https://www.nature.com/articles/461472a
2 World Bank Blogs, 'Strains on freshwater resources: The impact of food production on water consumption,' 2023, https://blogs.worldbank.org/en/opendata/strains-freshwater-resources-impact-food-production-water-consumption
3 The United Nations Environment Programme (UNEP), Chatham House and Compassion in World Farming, 'Food System Impacts on Biodiversity Loss,' (2021), https://www.unep.org/resources/publication/food-system-impacts-biodiversity-loss
4 World Economic Forum, 'Why businesses are waking up to the threat of nature-related risks,' 2024, https://www.weforum.org/stories/2024/01/why-businesses-are-waking-up-to-the-threat-of-nature-related-risks/
5 IPBES, Global Assessment Report of the Intergovernmental Science-Policy Platform on Biodiversity, (2019). P. 1109 in E. S. Brondízio, J. Settele, S. Díaz, & H. T. Ngo (Eds.), IPBES secretariat. IPBES secretariat, Bonn, Germany. Source: https://doi.org/10.5281/zenodo.3831673
6 An Intact Forest Landscape (IFL) is a seamless mosaic of forests and associated natural treeless ecosystems with no remotely detected signs of human activity or habitat fragmentation, and that is large enough to maintain all native biodiversity, including viable populations of wide-ranging species. Source: https://intactforests.org
7 At-risk basins are identified using the SBTN methodology, based on eight different indicators across water quantity, quality and wash. For each indicator, a score between 1 and 5 is attributed. Within these three categories, one indicator with a score of 3 or above indicates that the basin is at risk.
8 Tetra Pak has developed a prioritisation process to decide which sites are highest priority for nature. Sites have been scored using a selection of nature-related metrics, including site area, water risk, biodiversity intactness, threatened species richness, protected areas and key biodiversity areas overlap.
9 Tetra Pak will review these action plans in 2027 to determine roadmaps for their implementation.
10 Tetra Pak raw materials with most significant land-use footprint are defined as paperboard, sugarcane-based polymer and aluminium. These commodities are also included in SBTN Conversion-driving commodities list.
11 Tetra Pak's FSC licence code is FSC[TM] C104047. Please read more at www.fsc.org.
12 This refers to paper-based materials and paper used in Tetra Pak food packaging materials and applications.
13 This refers to plant-based PE for use in Tetra Pak packages, caps and straws: www.bonsucro.com.
14 Tetra Pak works continuously with existing and new suppliers to target 100% of aluminium from ASI certified sources. Due to disruptions or the onboarding of new suppliers, we can't guarantee 100% fulfilment at every given point in time. However, as with all aluminium used in Tetra Pak products, any non-certified aluminium must always meet our minimum sourcing requirements as defined in the Tetra Pak Code of Business Conduct for Suppliers.
15 ASI Aluminium is sourced through a Mass Balance System, which ensures that an equivalent amount of aluminium is produced by Entities certified against the ASI Performance Standard: www.asi-claims.com
16 High-priority locations are defined as countries supplying paper-based materials, aluminium foil, or plant-based polymers to Tetra Pak, classified as such, based on a weighted country-level risk score that combines deforestation and conversion risk, along with biodiversity risk in conjunction with governance, corruption and regulatory risk, which are validated against the EU Deforestation Regulation (EUDR) country classification and applicable sanctions lists.
17 High-impact suppliers are defined as suppliers having a significant land use and water consumption footprint and high business relevance.
18 Suppliers are expected to reduce their impacts following the mitigation hierarchy (avoidance, minimization, restoration and offset).
19 Nature related frameworks are currently under development, but possible initiatives include the Science-Based Targets Network (SBTN) or Taskforce on Nature-related Financial Disclosures (TNFD).
20 Full traceability is defined as being able to trace materials back to the point of production (e.g. farm, mine, or forest management unit).
21 'Transform' is one of our four pillars of our approach to nature, which goes beyond our immediate value chain and includes actions that contribute to the transformative change required to tackle the fundamental drivers of nature loss. Source: https://www.tetrapak.com/sustainability/focus-areas/biodiversity-and-nature
22 Definition according to Accountability Framework (AFI) Production unit of origin refers to a plantation, farm or forest management unit.
23 Definition according to Accountability Frameworks (AF) Sourcing area refers to an area or region from which materials in a supply chain originate, e.g. a sourcing radius, landscape or subnational jurisdiction (e.g. municipality).
24 This includes paperboard and paper used in Tetra Pak food packaging materials and applications, that are sourced aseither FSC certified or FSC controlled wood, www.fsc.org
25 High-priority locations are defined as countries supplying paperboard, alumium foil, or bio-based polymers for Tetra Pak that are classified as high-priority based on a weighted country-level risk score combining deforestation and conversion risk, biodiversity risk, and governance, corruption and regulatory risk, and validated against the EU Deforestation Regulation (EUDR) country classification and applicable sanctions lists.
26 'Transform' is one of our four pillars of our approach to nature, which goes beyond our immediate value chain and includes actions that contribute to the transformative change required to tackle the fundamental drivers of nature loss. Read more here.
27 Water balance, withdrawal and discharge quantities have already been identified for 100% of production sites.
28 High water-impact suppliers are defined as having high business relevance, water impact and exposure to water risks.
29 High-water impact supplier sites are defined as sites supplying paperboard, alufoil or polymers used for Tetra Pak packaging that meet either of the following criteria: a) The site is located in a high water-stressed area and accounts for more than 5% of the category's volume (in tonnes); OR b) The site is located in a low water-stressed area and accounts for more than 10% of the category's volume (in tonnes).
30 Bonsucro, www.bonsucro.com
31 Land degradation is defined within the CSRD context as "the many processes that drive the decline or loss in biodiversity, ecosystem functions or their benefits to people and includes the degradation of all terrestrial ecosystems."
32 High water impact suppliers are defined as those having high business relevance, water impact and exposure to water risks. The suppliers who received the questionnaire referred to here were specifically paperboard, alufoil and polymer (both plant-based and fossil) suppliers in scope for JUIPP.
33 Based on internal Tetra Pak calculations of water consumption in the separator. We replaced two of the three 72 litre/hour constant flow valves with 30 litre/hour constant flow valves, resulting in the 38% reduction. These savings will be even greater in new machine types, where we can replace all three constant flow valves.
34 Convention on Biological Diversity, 'Kunming-Montreal Global Biodiversity Framework,' accessed 02/2026, https://www.cbd.int/gbf
35 Source: https://storymaps.arcgis.com/collections/b811e437fa524d55902b6ce46ca5cc7f?item=5
36 Social Carbon, 'Resilient Planet, Sustainable Livelihoods,' accessed 2026, https://www.socialcarbon.org/

Social sustainability

1 Human rights are rights we have simply because we exist as human beings – they are not granted by any state. These universal rights are inherent to us all, regardless of nationality, sex, national or ethnic origin, colour, religion, language, or any other status. They range from the most fundamental – the right to life – to those that make life worth living, such as the rights to food, education, work, health, and liberty. Source: https://www.ohchr.org/en/what-are-human-rights
2 Positive social impact means driving better outcomes for our workforce, workers and communities in our supply chain, workers in collection and recycling and people in our value chain, across areas that include labour, discrimination, hazardous working conditions and sustainable income.
3 United Nations, 'Economic and Social Council,' 1999, https://docs.un.org/en/E/C.12/1999/5
4 International Labour Organization, 'Global Wage Report,' 2025, https://www.ilo.org/sites/default/files/2024-11/GWR2024_English_ExecutiveSummary_WEB.pdf

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5 International Labour Organization, 'Working time and work organization,' accessed 02/2026, https://www.ilo.org/topics-and-sectors/working-time-and-work-organization
6 International Trade Union Confederation, 'Global Rights Index 2025,' 2025, https://www.ituc-csi.org/global-rights-index.
7 International Labour Organization, 'Forced labour, modern slavery and trafficking in person,' accessed 02/2026, https://www.ilo.org/topics-and-sectors/forced-labour-modern-slavery-and-trafficking-persons
8 International Labour Organization, 'ILO Convention No. 182 at a glance: An introduction to legally prohibiting hazardous work for children,' 2018, https://www.ilo.org/publications/ilo-convention-no-182-glance-introduction-legally-prohibiting-hazardous_n;
9 International Labour Organization, 'Despite progress, child labour still affects 138 million children globally,' 2025, https://www.ilo.org/resource/news/despite-progress-child-labour-still-affects-138-million-children-globally
10 International Labour Organization, 'Safety and health at work,' accessed 02/2026, https://www.ilo.org/topics-and-sectors/safety-and-health-work
11 Nature, 'Energy transition minerals and their intersection with land-connected peoples,' 2023, https://www.nature.com/articles/s41893-022-00994-6
12 LSE, 'What is the just transition and what does it mean for climate action?,' 2024, https://www.lse.ac.uk/granthaminstitute/explainers/what-is-the-just-transition-and-what-does-it-mean-for-climate-action/
13 IPRI, 'The UN Guiding Principles on Business & Human Rights and Indigenous Peoples,' accessed 02/2026, https://iprights.org/2021/06/22/the-un-guiding-principles-on-business-human-rights-and-indigenous-peoples/

Business conduct

1 External parties are anyone outside Tetra Pak, including customers, suppliers, recyclers, individuals or any third party.
2 Our Anti-Corruption Policy strictly prohibits bribery in all forms, defining it as any gift, loan, fee, reward, or other advantage given as an inducement to perform something dishonest, illegal, or breach trust
3 COSO stands for the Committee of Sponsoring Organizations of the Treadway Commission, which is a joint initiative of five private sector organisations and is dedicated to providing thought leadership through the development of frameworks and guidance on internal control, enterprise risk management and fraud deterrence

Tetra Pak®
PROTECTS WHAT'S GOOD