




Sustainability Report FY25








Tetra Pak®
PROTECTS WHAT'S GOOD

Introduction

Our focus areas

About this report

This document is a condensed version of our global FY25 Sustainability Report, supplemented with local insights that highlight our progress and initiatives in MARKET. It focuses on the material topics identified as most relevant to our sustainability agenda and showcases local case studies and achievements.

The report summarizes the sustainability performance of NAME OF MARKET COMPANY for the period from 1 January 2025 to 31 December 2025. Unless otherwise stated, all information presented refers to Tetra Pak and includes the business activities of all entities operating under the Tetra Pak brand.

The full version of the Tetra Pak Global FY25 Sustainability Report is available here.

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 Centre (TDC) in Karlshamn, Sweden. With 12 PDCs and 6 CICs globally alongside our new TDC, 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.

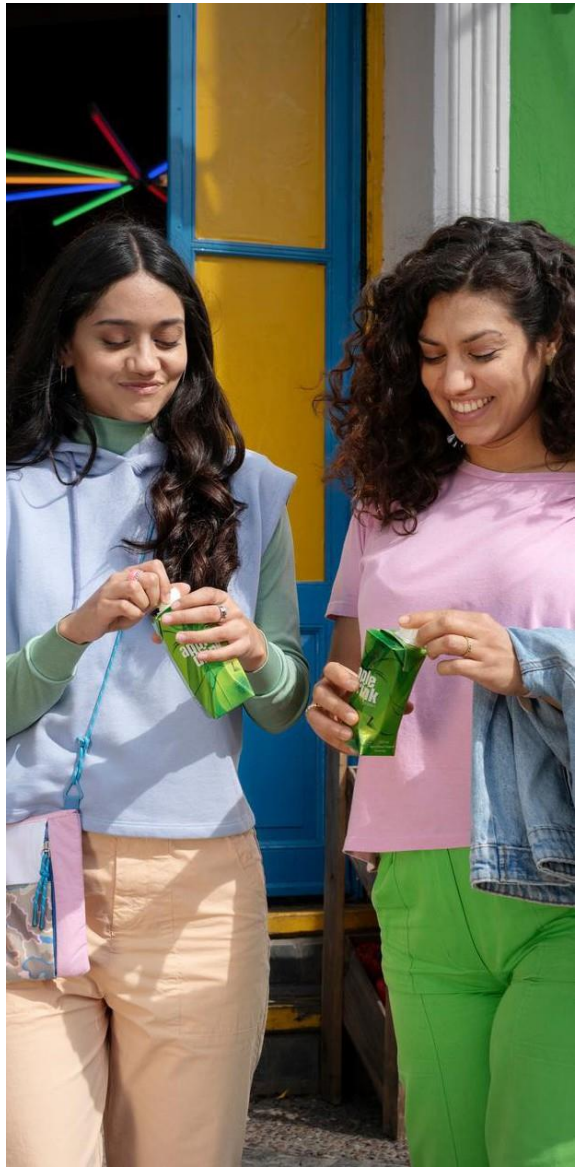
Across the value chain, we strengthened our human rights due diligence approach, reviewed priority impacts and established a measurement framework with targets and KPIs. Through our Join Us in Protecting the Planet initiative, we also strengthened expectations of our suppliers, expanding human rights 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.

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

6% increase
in certified recycled polymer content linked to our Europe production 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

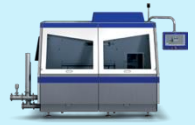
22,484
Downstream equipment

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
Technology Development 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.

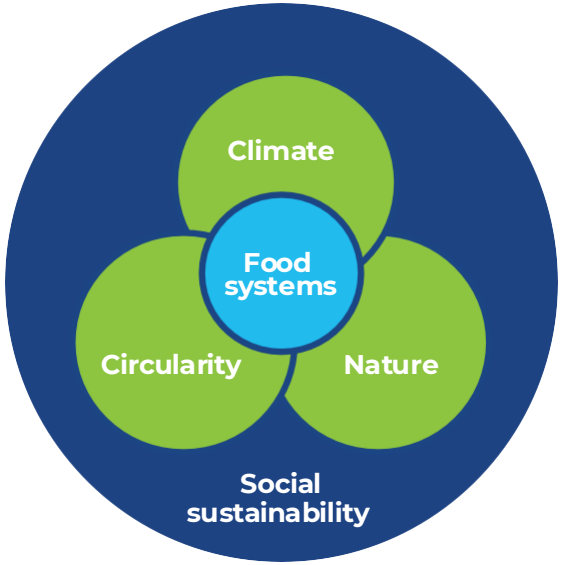
Our approach to sustainability

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 (IROs) 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 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 alignment 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 an 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 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.

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.

*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.

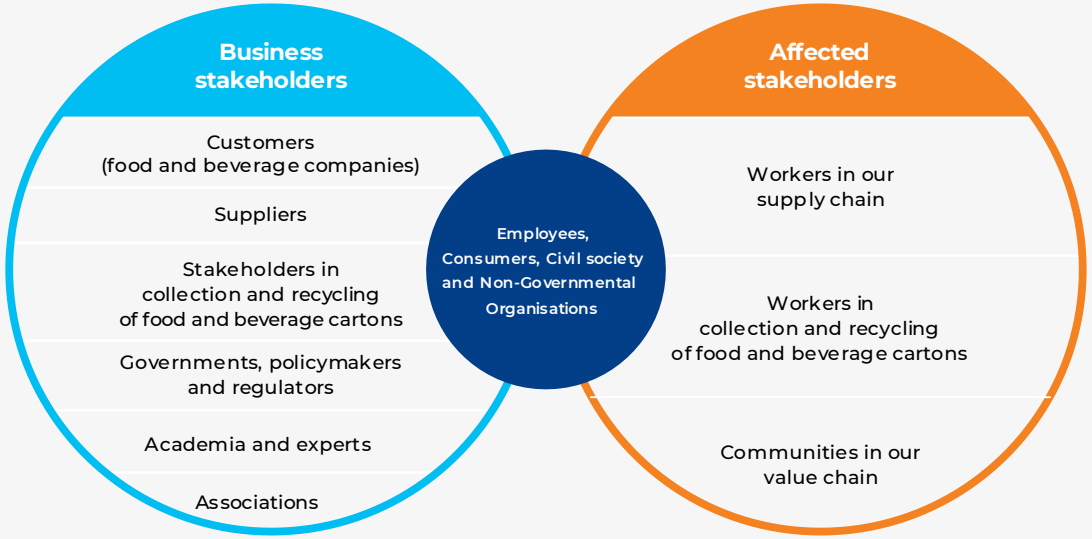
Stakeholder engagement

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 the image on the right.

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

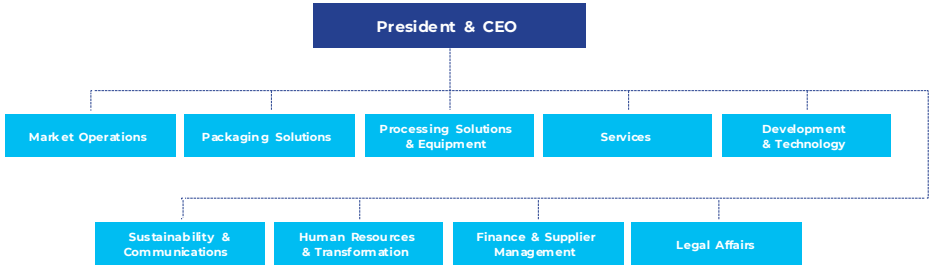
Key engagement channels	Purpose of engagement	Examples of outcomes of engagements
Workers in our supply chain		
• Workers voice surveys • On-site assessments and audits • Human rights impact assessments	• Identify any actual negative impacts on people or environment in our supply chain • Protect human 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 • 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 and 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 maximise 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.

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]

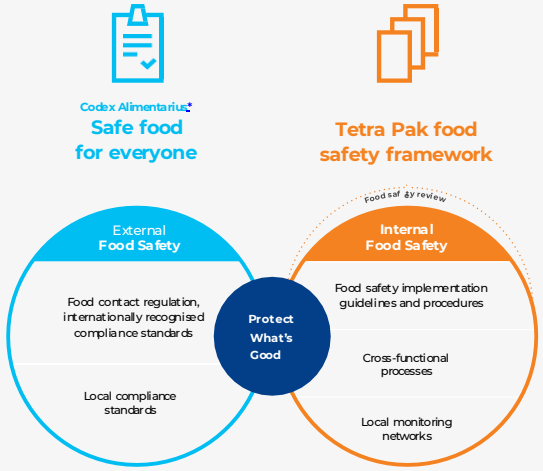
Food safety and quality

Our Food Safety Policy defines the guidelines and requirements to deliver on our commitment to protecting the safety of food. The Policy provides processes and identifies roles and responsibilities, to ensure that the policy is applied 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 implementation 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 maximise 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.

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 focus 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

Reaching our ambition

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

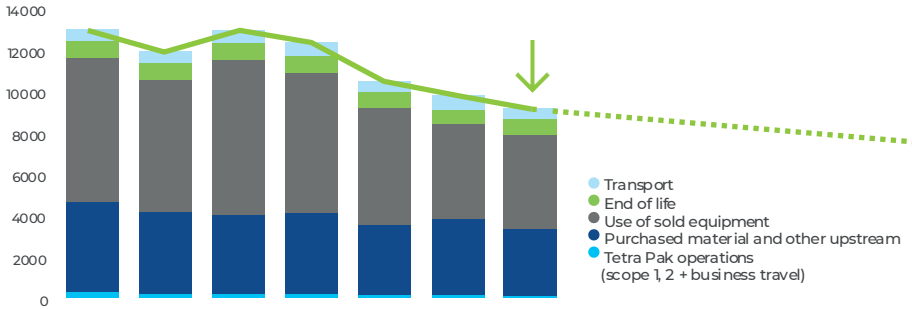
Work together with suppliers, customers and other stakeholders to reach

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

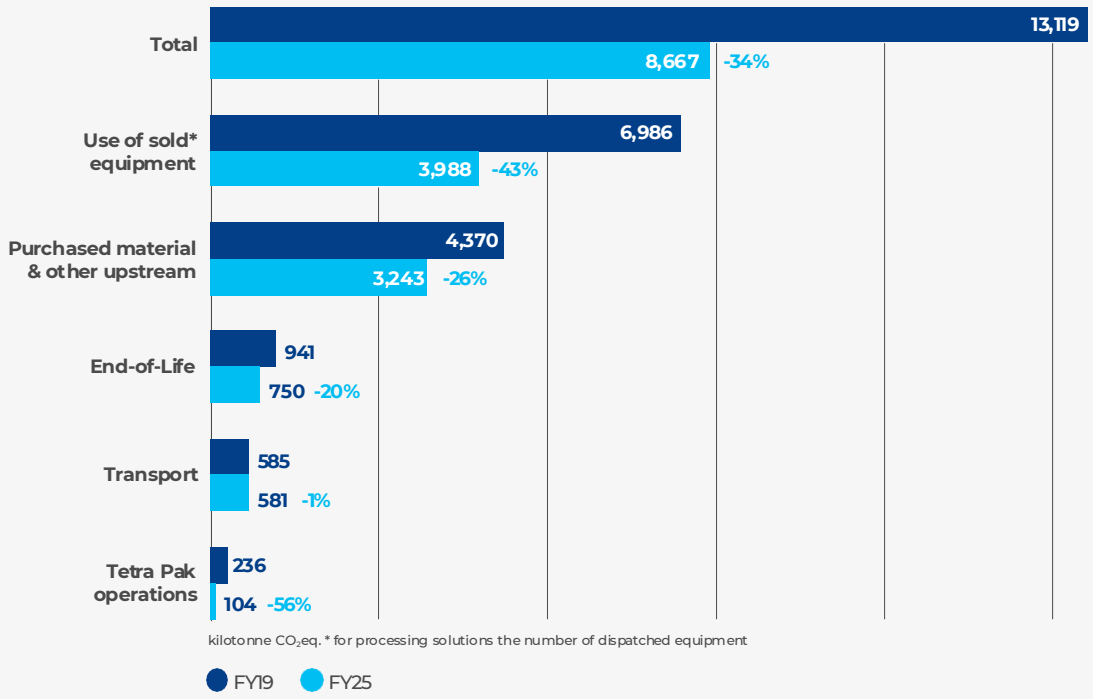
34%
reduction in value chain GHG emissions vs 2019

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 were supplied with renewable electricity.
- 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.

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

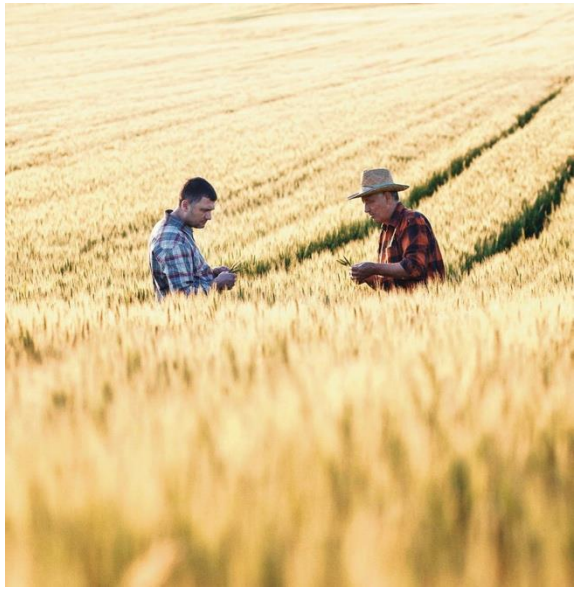
SDGs

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]

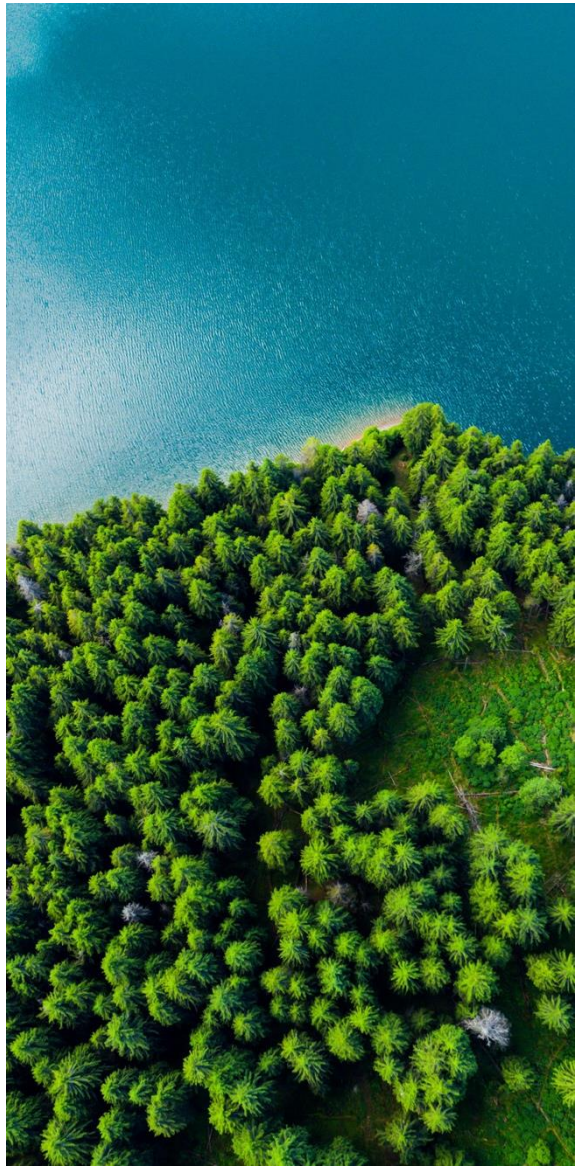
Policies and regulations to protect nature are accelerating as biodiversity loss and water scarcity gain recognition among businesses and governments. For example, the EU Deforestation Regulation (EUDR) bans the import of commodities linked to recent deforestation, including cocoa, coffee, soy, beef, 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

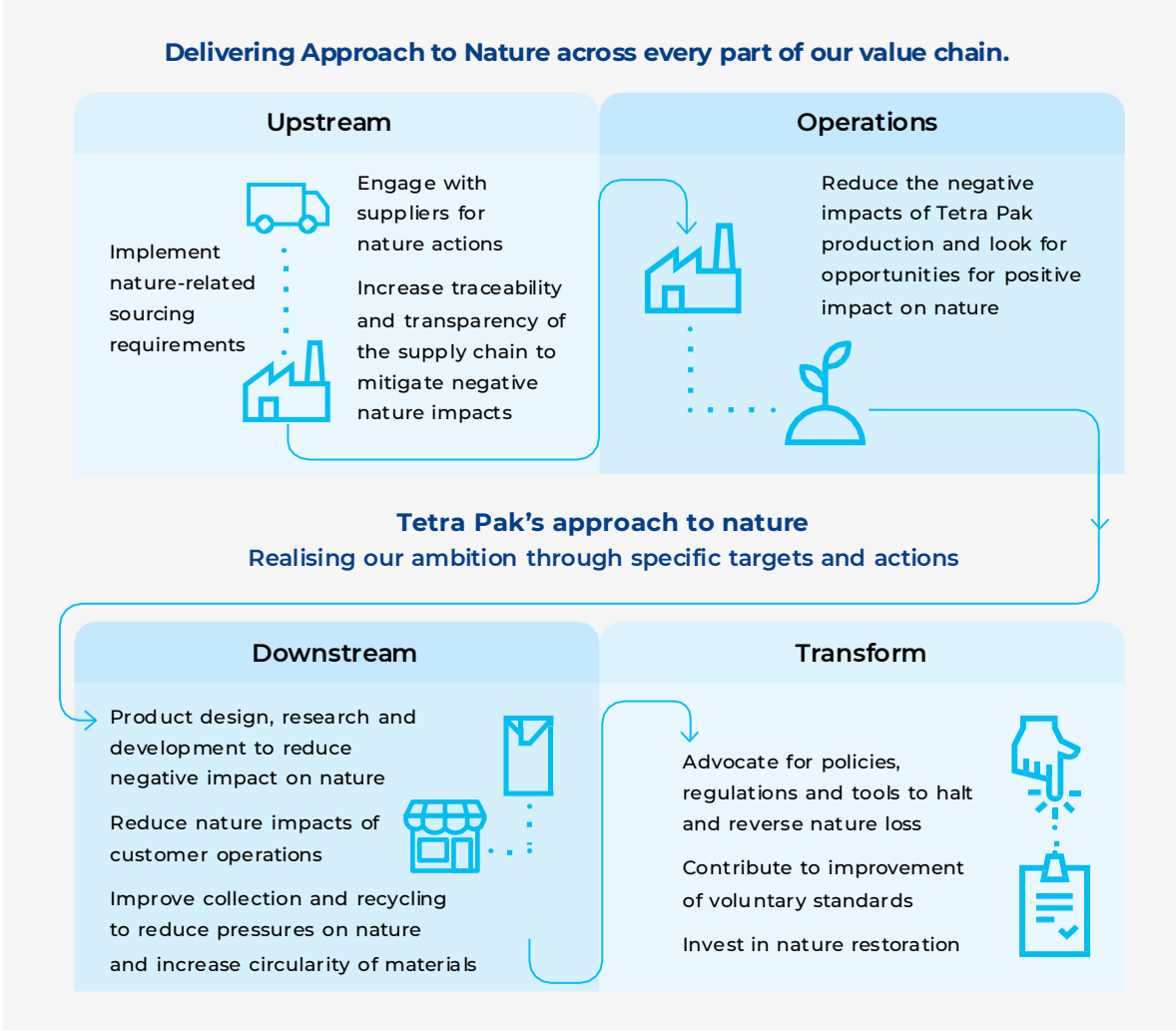
Launched in 2024, our Approach to Nature framework is a comprehensive plan outlining our contribution to halting and reversing nature loss while improving water security. It takes into consideration international guidance and frameworks, such as the EU Biodiversity Strategy and GBF, as well as other 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.

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]

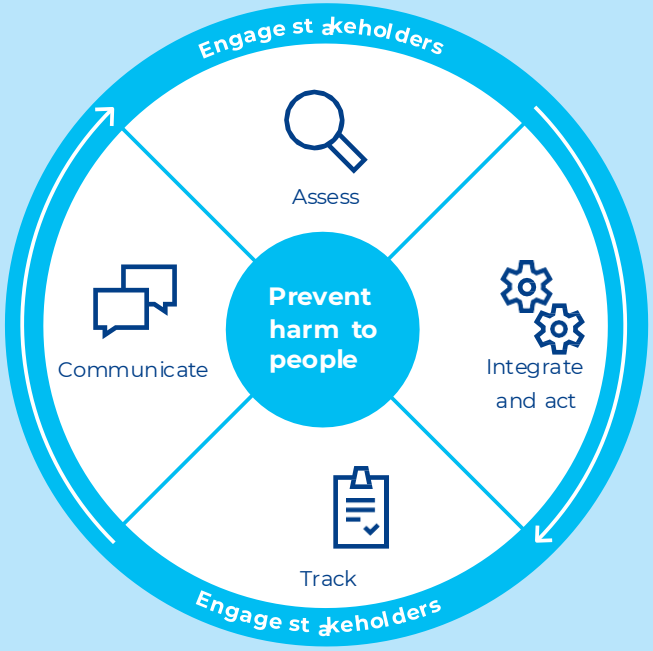
138 million

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.

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

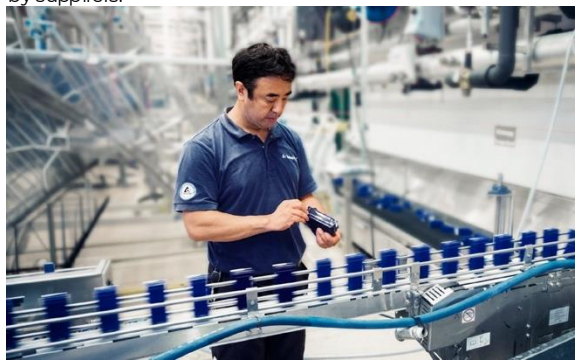
The supplier onboarding process is a critical touchpoint. At the start of any relationship, we require suppliers to sign our Supplier Code, which sets out our expectations in areas such as human rights, labour standards, occupational health and safety, environmental management and business ethics, including 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.

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





Reporte De sostenibilidad


Suplemento México





FY25

Tetra Pak®
PROTECTS WHAT'S GOOD

México

Introducción

Este suplemento complementa el Reporte Global de Sostenibilidad 2025 de Tetra Pak al presentar la contribución de México a las prioridades globales de la empresa. A través de ejemplos concretos, muestra cómo los compromisos en materia de sistemas alimentarios, circularidad y la sostenibilidad social se convierten en resultados tangibles desde la operación local.

En 2025, Tetra Pak México consolidó su papel como una plataforma clave para la compañía, combinando capacidades industriales de clase mundial con iniciativas que fortalecen el acceso a alimentos seguros y nutritivos, impulsan la recuperación y reciclaje de envases, y promueven alianzas que generan valor compartido para las comunidades, los clientes y toda la cadena de valor. Más que presentar un inventario de acciones, este documento ofrece una visión de cómo una estrategia global cobra forma a través de soluciones locales con impacto medible.

"En Tetra Pak México entendemos que la sostenibilidad no se construye desde las declaraciones, sino desde las decisiones y acciones que tomamos todos los días. Nuestra operación, el talento de nuestra gente, la colaboración con nuestros clientes y las alianzas que impulsamos con comunidades e instituciones demuestran que es posible transformar una estrategia global en resultados concretos para México. Ese es el valor de lo que hacemos y la razón por la que podemos decir con orgullo que lo Hecho en México está Hecho con Valor".

Ramiro Ortiz
Director General de Tetra Pak México

Cifras de Tetra Pak México

Una plataforma industrial que materializa la sostenibilidad

Operación nacional

1,187 colaboradores

6,878 millones de envases vendidos en 2025

4 sitios operativos

11 millones de pesos en 1,000 paneles solares.

400 toneladas de CO_2e reducidas al año.

113 colaboradores impulsan iniciativas clave

Corporativo Polanco

Ubicado en el complejo Antara, este corporativo es la sede central de las operaciones comerciales, estratégicas y de servicio de Tetra Pak en México. Desde aquí, **113 colaboradores** impulsan iniciativas clave para el desarrollo y crecimiento de la compañía en el país.

Querétaro

Segunda planta de envases más grande de Tetra Pak a nivel mundial

- 470 colaboradores
- Capacidad instalada de 10 mil millones de envases al año

Destinos de producción:

- 62% México
- 25% Estados Unidos y Canadá
- 10% Centro y Sudamérica
- 2% Región Andina
- 1% Europa y Asia

Mexicali

Segunda planta de tapas más grande del mundo

200 colaboradores
Más de mil millones de pesos invertidos entre 2023-2025
Incremento de 60% en capacidad instalada
5% de la producción incorpora bioresinas de origen vegetal

Cuautitlán Izcalli

Centro regional para manufactura de equipos de procesamiento

404 colaboradores
Inversión acumulada de 9.6 millones de euros
32 mil horas de capacidad productiva anual
43 equipos vendidos durante 2025
Recuperación de hasta 98% del agua utilizada durante pruebas industriales

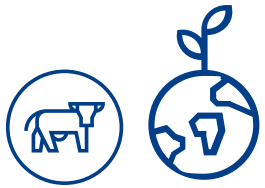
Cifras de Tetra Pak México

Temas materiales relacionados	Objetivos	Ubicación en la cadena de valor	Resumen de avances 2025
Sistemas alimentarios Acceso a alimentos	Fortalecer el acceso a alimentos seguros y nutritivos mediante programas de alimentación escolar.	Downstream	• 2.7 millones de niñas y niños beneficiados. • 511.8 millones de porciones distribuidas. • Programas en 27 estados. • Colaboración con el Sistema DIF Nacional y los DIF estatales.
Circularidad Circularidad	Fortalecer la recuperación y reciclaje de envases postconsumo en México.	Downstream	• 57,500 toneladas de envases recicladas (+4%). • 820 centros de acopio impulsados. • 420 centros aliados. • 191 puntos verdes. • Más de 100 capacitaciones nacionales.
Sostenibilidad social Personas y comunidades	Promover el bienestar, la inclusión y el desarrollo de colaboradores y comunidades.	Operaciones propias	• 1,187 colaboradores. • 88% con exámenes médicos. • 60% con seguimiento nutricional. • Programas para fortalecer centros de acopio y personal de limpia mediante equipamiento, capacitación y asesoría. •Iniciativas con comunidades y aliados

Tres pilares de impacto local

Transformando los sistemas alimentarios

En Tetra Pak creemos que la transformación de los sistemas alimentarios es clave para garantizar el acceso a alimentos seguros y nutritivos, al tiempo que protegemos a las personas y al planeta. En México, este compromiso se traduce en iniciativas que fortalecen la seguridad alimentaria y promueven la colaboración a lo largo de toda la cadena de valor.



1. Sistemas alimentarios

- 2.7 millones de niñas y niños beneficiados.
- 511.8 millones de porciones distribuidas.
- Programas presentes en 27 estados.
- Colaboración permanente con el Sistema DIF Nacional y DIF estatales.

Uno de los principales ejemplos son los programas de alimentación escolar, desarrollados en colaboración con el Sistema DIF Nacional y los DIF estatales. Durante 2025, estas iniciativas beneficiaron a **2.7 millones de niñas y niños** mediante la distribución de **511.8 millones de porciones** de alimentos en **27 estados** del país.

Como parte de este compromiso, también impulsamos la inocuidad alimentaria mediante el seguimiento permanente a la evolución regulatoria y la colaboración con los distintos actores de la industria, contribuyendo a un sistema alimentario más seguro, resiliente y sostenible.

2. Circularidad

- 57,500 toneladas de envases recicladas (+4%).
- 820 centros de acopio impulsados.
- 420 centros aliados.
- Más de 100 capacitaciones nacionales.
- 191 puntos verdes y contenedores.
- Fortalecimiento permanente de la infraestructura nacional de recuperación y valorización.

Impulsando la circularidad

En México, la estrategia de circularidad de Tetra Pak se fortalece mediante una red de recuperación y reciclaje que reúne a centros de acopio, aliados estratégicos, autoridades, empresas y comunidades para mantener los materiales en uso por más tiempo y fortalecer la infraestructura de reciclaje en el país.

Durante 2025, se reciclaron **57,500 toneladas de envases**, un **4% más** que el año anterior. Además, se impulsó el desarrollo de **820 centros de acopio** y se colaboró con **420 centros aliados**, ampliando la capacidad nacional para recuperar envases postconsumo e incorporarlos nuevamente a la cadena de valor.
La educación también es un componente clave de esta estrategia. A través del programa **"El Arte de Separar"**, se promovieron hábitos de separación y reciclaje en escuelas, espacios públicos y comunidades, contribuyendo a fortalecer la cultura de la circularidad en distintas regiones del país.

3. Sostenibilidad social

- 1,187 colaboradores.
- 88% con cobertura de exámenes médicos.
- 60% con seguimiento nutricional.
- Programas para dignificar el trabajo del personal de limpia y centros de acopio mediante equipamiento, capacitación y asesoría.
- Iniciativas con comunidades y aliados

Poner a las personas en primer lugar

En México, el compromiso de Tetra Pak con la sostenibilidad también se refleja en las personas. A través de iniciativas enfocadas en el bienestar de sus colaboradores, el fortalecimiento de las comunidades y el desarrollo de la cadena de valor, la compañía impulsa acciones que generan un impacto positivo dentro y fuera de sus operaciones.

El año pasado, Tetra Pak México fortaleció sus programas de salud y bienestar y consolidó alianzas que promueven el reciclaje con impacto social, la educación ambiental y el reconocimiento de quienes hacen posible la recuperación de materiales en todo el país.

Historias que reflejan nuestro impacto en México

Detrás de cada indicador existen proyectos, alianzas e iniciativas que muestran cómo la estrategia de sostenibilidad de Tetra Pak cobra vida en distintos territorios del país.

México como plataforma industrial sostenible

Las operaciones industriales de Tetra Pak México muestran cómo la innovación y la eficiencia pueden impulsar una manufactura cada vez más sostenible. Las plantas de Querétaro, Mexicali y Cuautitlán Izcalli integran tecnologías para optimizar el consumo de energía, reducir emisiones, recuperar agua y aumentar la eficiencia de los procesos productivos.
Iniciativas como la instalación de paneles solares y la incorporación de bioresinas de origen vegetal reflejan una visión donde la competitividad y la sostenibilidad avanzan de la mano. Estas operaciones consolidan al país como un centro estratégico de manufactura para Tetra Pak a nivel global.

Alimentación escolar con el Sistema DIF

Garantizar el acceso a alimentos seguros y nutritivos sigue siendo uno de los grandes retos para el desarrollo infantil en México. En colaboración con el Sistema DIF Nacional y los DIF estatales, Tetra Pak México fortalece uno de los programas de alimentación escolar más importantes del país mediante soluciones de envasado que preservan la calidad e inocuidad de los alimentos, además de iniciativas de educación nutricional como ***"Juguemos a comer bien"***.
Durante 2025, este esfuerzo benefició a **2.7 millones de niñas y niños** en **27 estados**, con la distribución de **511.8 millones de porciones**, contribuyendo a una mejor nutrición y al desarrollo de las comunidades.

Red nacional para recuperar el valor de los envases

La economía circular solo es posible cuando existe infraestructura, colaboración y participación de toda la cadena de valor. Por ello, Tetra Pak México continúa fortaleciendo una red nacional robusta de recuperación y reciclaje, trabajando junto con centros de acopio, recicladores, autoridades, empresas y organizaciones sociales.

En 2025, la empresa impulsó **820 centros de acopio**, colaboró con **420 aliados estratégicos**, desarrolló programas de capacitación y fortaleció la infraestructura nacional para recuperar materiales. Como resultado, se reciclaron **57,500 toneladas de envases**, un crecimiento de 4% respecto al año anterior, reafirmando el valor de la colaboración para mantener los materiales en circulación.

Basura Cero Oaxaca

La gestión de residuos requiere soluciones adaptadas a las necesidades de cada territorio. En la Mixteca Alta de Oaxaca, Tetra Pak participa en el programa **Basura Cero** (www.geoparquemixtecaalta.org), una iniciativa desarrollada junto con comunidades, autoridades locales, academia y organizaciones civiles para fortalecer la gestión integral de residuos.
El año pasado se instalaron estaciones de separación, un centro de acopio comunitario y composteros elaborados con polialuminio proveniente de envases reciclados. Estas acciones permitieron recuperar más de **22 toneladas de residuos**, evitar su disposición inadecuada y fortalecer una cultura de aprovechamiento de materiales con beneficios ambientales y sociales para la región.

Gente Real, Gente que Recicla

Detrás de cada envase reciclado existen personas cuyo trabajo es esencial para hacer realidad la economía circular. Con la iniciativa **Gente Real, Gente que Recicla**, Tetra Pak México visibiliza la labor de promotores de acopio, recicladores y aliados que participan diariamente en la recuperación de materiales.

El proyecto combina contenidos audiovisuales con iniciativas de capacitación, educación ambiental y fortalecimiento de infraestructura para reconocer y dignificar la labor de quienes hacen posible la recuperación de materiales. Durante 2025, este esfuerzo se complementó con pláticas en más de **10 instituciones educativas** y la participación en iniciativas desarrolladas en **24 ciudades y entidades del país**, sumando alrededor de **33 programas** que impulsan la cultura de la circularidad.

Otros avances destacados

Además de estas historias, durante 2025 Tetra Pak México impulsó diversas iniciativas que fortalecen la transformación de los sistemas alimentarios, la economía circular y el desarrollo de las personas.

1. Sistemas alimentarios

Como parte de su compromiso con la educación alimentaria, Tetra Pak impulsa "Juguemos a comer bien", una iniciativa que, a través del teatro, promueve hábitos de alimentación saludable, la actividad física y el reciclaje entre niñas y niños.

Durante 2025, la obra recorrió más de 65 mil kilómetros, visitó 8 estados y 147 municipios, y realizó 250 funciones que beneficiaron a más de 90 mil estudiantes de preescolar y primaria, acercando estos mensajes de forma lúdica y participativa.
Además, Tetra Pak impulsa iniciativas que fortalecen el intercambio de experiencias y la difusión de buenas prácticas en alimentación escolar. Entre ellas destacan la revista digital **Conexión Alimentaria** y el apoyo al **Concurso Nacional de Fotografía** del Encuentro Nacional de Alimentación y Desarrollo Comunitario, espacios que contribuyen a visibilizar el impacto de estos programas y promover el aprendizaje entre las entidades participantes.

2. Circularidad

En México, la estrategia de circularidad de Tetra Pak se traduce en una **red de colaboración que reúne a empresas, autoridades, centros de acopio, organizaciones sociales y comunidades** para fortalecer la recuperación y el reciclaje de envases postconsumo.

Alianzas que fortalecen el reciclaje

La colaboración también impulsa soluciones de mayor escala. La alianza con Bio Pappel promueve el aprovechamiento de la fibra recuperada de los envases para fabricar nuevos productos de papel, mientras que iniciativas como el Mercado del Trueque y la participación en ferias ambientales **acercan el reciclaje a miles de personas y fortalecen la cultura de recuperación de materiales** en todo el país.

Sostenibilidad social

En México, la estrategia de sostenibilidad de Tetra Pak también se construye desde las personas. A través de iniciativas enfocadas en el bienestar de sus colaboradores, el fortalecimiento de las comunidades y el desarrollo de la cadena de valor del reciclaje, la compañía impulsa acciones que generan un impacto positivo dentro y fuera de sus operaciones.

Salud y bienestar

Durante 2025, Tetra Pak México fortaleció sus programas de salud y bienestar, además de impulsar acciones orientadas al desarrollo de colaboradores, comunidades y actores clave de la cadena de reciclaje

Alianzas con impacto social

La colaboración con organizaciones e instituciones amplía el alcance de la sostenibilidad. En alianza con la Fundación Teletón, el Reciclatón permitió recuperar 873 toneladas de materiales reciclables, mientras que el Reforestatón combinó el reciclaje con acciones de restauración ambiental mediante la recolección de 33 mil kilogramos de envases.

De igual forma, la participación en Reciclamanía Evoluciona, iniciativa de Walmart, reunió a más de 51 mil consumidores y permitió recuperar 334,888 kilogramos de materiales reciclables, de los cuales 22,591 kilogramos correspondieron a envases postconsumo de Tetra Pak.

Fortaleciendo la cadena de valor

Tetra Pak también impulsa proyectos que fortalecen la infraestructura y las capacidades de quienes participan en la recuperación de materiales. En colaboración con Huerto Roma Verde y Ecolana, el Centro de Acopio Regenerativo se consolidó como uno de los modelos más integrales del país, con capacidad para recibir más de 30 tipos de materiales, además de incorporar un vivero de plantas nativas que promueve la educación ambiental.

Este compromiso se complementa con acciones para dignificar el trabajo de centros de acopio y personal de limpia mediante equipamiento, asesoría técnica y fortalecimiento de infraestructura. En 2025 se brindaron más de 30 asesorías a aliados estratégicos, se instalaron 191 puntos verdes y contenedores, se entregaron alrededor de 300 láminas de polialuminio y se implementaron tres bandas de separación, contribuyendo a fortalecer la recuperación de materiales y la economía circular en distintas regiones del país.

Hecho en México. Hecho con Valor.

La contribución de Tetra Pak México va más allá de su capacidad industrial. Cada planta, cada innovación, cada alianza y cada colaborador reflejan cómo las prioridades globales de la compañía se traducen en acciones que generan valor para las personas, fortalecen a la industria alimentaria y promueven un futuro más sostenible.
Este suplemento muestra que el impacto global se construye desde lo local. Porque cuando el talento, la innovación y la colaboración convergen, los compromisos de sostenibilidad se convierten en resultados concretos.
Hecho en México. Hecho con Valor. Así es como Tetra Pak México contribuye a hacer realidad la estrategia global de sostenibilidad de la compañía.

Hecho en México,
Hecho con Valor

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
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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
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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 FMGC 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/qx/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
(continued)

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