



Sustainability Report

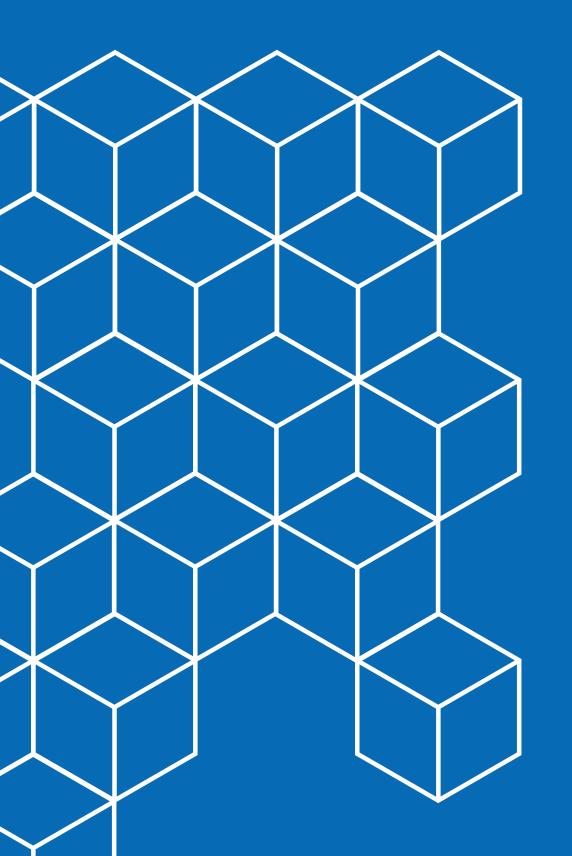
Data 2024

United for sustainable corrugated packaging



Index Sustainability report data 2024









About this report

The Blue Box Partners' annual sustainability report data 2024 aims to provide transparency to our stakeholders about the sustainable business practices of our companies. This report covers our 2024 reporting period.

This report has been prepared in accordance with the Core option of the Global Reporting Initiative (GRI) guidelines. For more detailed information on the sustainability efforts of the Blue Box Partners' companies, we invite you to consult each partner's individual sustainability reports.

Feedback welcome

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If you have any suggestions, comments or questions regarding this report, do not hesitate to submit them.

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Technical & Sustainability Manager - Blue Box Partners

Introduction Rubén Martínez

Dear stakeholders,

As Europe accelerates its transition to a circular, low-carbon economy, the role of packaging—and the responsibility of packaging producers—has never been clearer. At Blue Box Partners, we believe that fibre-based packaging is not only the sustainable choice, but a strategic solution to some of today's most pressing environmental and social challenges.

In 2024, we took further steps to align our operations and value chains with this belief. Across our four partner companies—Cart-One, Hinojosa Packaging Group, Klingele Paper & Packaging Group, and VPK Group—we continued to invest in innovation, resilience, and measurable impact. Whether it is designing award-winning cartons, reducing emissions through smart tools and renewables, or strengthening gender equality, our shared ambition remains the same: to lead the way in sustainable packaging.

One way we do this is by **closing the loop** of our packaging solutions. At Cart-One, the Green Box project shows how industrial symbiosis can give new value to packaging waste, transforming used beverage cartons into recycled plastic pallets. Hinojosa Packaging Group invested in fibre recovery technologies that will prevent more than 3,000 tonnes of waste at its paper mills in Spain. And Cart-One Parma upgraded its condensate recovery systems, cutting water intensity for steam generation by up to 70%.

Reducing emissions also remains a top priority. VPK Group introduced a Product Carbon Footprint Calculator that enables customers to track Scope 3 emissions, providing the insights they need to reduce their impact further. Meanwhile, Klingele's site in Tenerife is moving towards energy self-sufficiency, thanks to a €5.5 million photovoltaic project that will generate 2.5 million kWh annually, enough to power 600 homes.

On the other hand, we are equally committed to helping our customers **reduce their costs and carbon footprint**. In collaboration with our European network of technical and sales professionals, we conduct a comprehensive portfolio analysis. To support this effort, we have developed the 360° Scan; a structured approach carried out in close cooperation with the Blue Box Partners central team, local teams, and our customers. This scan covers key areas including Workflow, Dimensions, Production, Pack Concept, Printing, Logistics, and Cardboard.

The objective is clear: to reduce both direct and indirect costs, streamline production processes, minimize risks, and simplify complexity across the value chain.

Equally important are the **social initiatives** launched by Blue Box Partners to support wellbeing both inside and beyond the company walls. In Brazil, Klingele's Nova Campina site implemented a diversity and inclusion programme, empowering over 50 women through dialogue and targeted skills training. At VPK Group, the introduction of a new Learning Management System is helping build a future-ready workforce, supported by local learning

partners and in-house e-learning modules. And at Cart-One Salerno, safety is embedded into daily operations through proactive training, behavioural coaching, and digital HSE tools.

Each initiative in this report reflects a broader truth: sustainability defines the strategic path of Blue Box Partners. Legislation such as the EU Deforestation Regulation (EUDR) and the growing influence of initiatives such as the Science Based Targets initiative (SBTi) and EcoVadis are pushing our industry towards greater accountability. We welcome this, and we are ready with processes that meet and often even exceed these regulatory standards.

Whether it is designing award-winning cartons, reducing emissions through smart tools and renewables, or strengthening gender equality, our shared ambition remains the same: to lead the way in sustainable packaging.

Rubén Martínez, Managing Partner and Chairman Blue Box Partners

This Sustainability Report is a testament to the dedication across the Blue Box Partners network. It showcases how environmental performance, social responsibility, and long-term business value go hand in hand.

Together, we are building more than packaging. We are shaping a resilient, circular economy that works for people and planet alike.





Dr. Jan Klingele (Managing Partner Klingele Paper & Packaging Group), Denis Zenner (Member of Executive Committee at VPK Group), Rubén Martínez (President of Hinojosa Group and Chairman Blue Box Partners), Antonio Sada (Managing Partner Cart-One Salerno) and Fausto Ferretti (Managing Partner Cart-One Parma).



The power behind all your corrugated packaging needs

Blue Box Partners, founded in 2006 as a European Economic Interest Grouping (EEIG), is a pan-European alliance of four private capital family-run companies with a common goal to supply innovative, protective and environmentally friendly corrugated packaging solutions.

Our alliance is a prime example of responsible economic activity in the 21st century. Our corrugated packaging solutions provide our customers real added value for their own businesses and serve as a paragon of the principle of a closed loop circular economy.

Sustainability, in all its forms, is the framework for business success. We nurture trusting relationships with our customers, offer our employees a supportive working environment and actively engage as a pioneer for climate and environmental protection.





Klingele Paper & Packaging SE & Co. KG, head office in Germany





Hinojosa Packaging Solutions, head office in Spain







Our Vision

When it comes to sustainable and intelligent packaging solutions based on corrugated cardboard, our goal is to become the most preferred supplier in paper-based packaging solutions throughout Europe. The common strategy pursued by all Blue Box Partners creates the framework conditions to bring us closer to this vision every day.

Our customers benefit from our continuous investments and the consulting and development services of highly qualified, motivated teams. Our packaging solutions help our customers to optimise their own processes whilst engaging in more sustainable business methods.

Our Mission

The Blue Box Partners are committed to supporting your commercial success by providing superior protection and visibility for your products, supplying in any quantity across Europe.

We achieve this through close collaboration with our customers and an international coverage. And we want to do this sustainably, ensuring that we contribute to a better future for our society and planet.

Our values.

Blue Box Partners' four companies large independent producers of paper and paper-based packaging. Each is well-established and successful in its respective home market and shares the same structure, values and long-term business outlook.





RELIABILITY

Reliability is the core of our DNA. This commitment to serving customer interests reflects our values as a group of family owned companies. The entire organisation is focused on exceeding customer expectations—and we're always trustworthy, cooperative and transparent. Through direct personal engagement, we take full ownership of joint projects and deliver the results our customers demand.



AGILITY

BBP partners share an entrepreneurial spirit that thrives on flexibility and is unrestricted by geography. A well-balanced, common strategy of long-term investment and local speed-to-market means that, with operations across Europe, we can meet your local needs. Explicitly focused on problem-solving for our customers, our proximity boosts responsiveness, guaranteeing a smoother and more sustainable service.



ENTREPRENEURSHIP

Entrepreneurship is not simply generating big-business ideas, it's about being creative in all we do. We don't just aim to do things well, we strive for first-class quality, value and service. The collective intelligence of our experts is unrivalled, utilising the best design and technical knowhow from across the alliance. This combined power through innovation brings real results for our customers.

Interview

Erik Hoonhorst European Sales Manager

Leading the way in sustainable packaging

Insights from Erik Hoonhorst, European Sales Manager at Blue Box Partners

Packaging plays a more important role than many people realise. It protects products, prevents waste, and enables efficient logistics. Ideally with minimal impact on the environment. Our solutions are among the most environmentally friendly on the market, made from recycled paper and fully recyclable. In a world where resources are becoming scarcer and the effects of climate change more visible, we feel a strong responsibility to lead the way in making packaging even more sustainable. We spoke to Erik Hoonhorst, European Sales Manager at Blue Box Partners, about how sustainability shapes our work, today and in the future.

Erik, how would you describe the Blue Box Partners' approach to sustainability?

"At Blue Box Partners, we believe sustainability is not a choice but a responsibility. Many of the investments made

by our partners further reduce the carbon footprint of their operations and, in turn, of the products they produce.

In addition, we strive to optimise our packaging by using as little material as possible, while still meeting the requirements of our customers' supply chain. We focus on areas such as structural design, paper and board optimisation, and improvements in inbound and outbound logistics. All of which have led to significant progress.

When it comes to corporate social responsibility and the environment, our customers expect transparency and decisiveness. This is exactly what we provide. That is why sustainability is a central pillar of our operations and long-term business strategy."

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Legislation is increasingly driving change in the field of sustainability. How do you see this reflected in your work with customers?

"Public awareness around sustainability is growing, and governmental regulations are a key driver for change. The EU Deforestation Regulation (EUDR) requires companies to trace the origin of raw materials in order to prevent deforestation. The Science Based Targets initiative (SBTi) encourages organisations to substantiate their carbon reduction targets with scientific evidence. EcoVadis offers a platform that evaluates companies on a wide range of sustainability criteria, from environmental policies to human rights and ethical sourcing. All these frameworks are making industries more accountable. Sustainability is now a recurring theme in tenders, audits, and commercial conversations."

How does the Blue Box Partners respond to these expectations?

"We ensure that our processes meet, and often exceed, today's regulatory standards. Our CO2 reduction targets are aligned with SBTi and we guarantee complete supply chain

transparency in
line with EUDR. We
also actively support our
customers in their own sustainability reporting. EcoVadis
scores are highly valued by our customers, and our partners
have consistently performed well. We do not just deliver data;
we provide solutions that create value today and anticipate
tomorrow's legal requirements."

How do you translate that commitment into your personal life?

"At Blue Box Partners, sustainability does not stop at the factory gate. We are all committed to making responsible choices outside of work as well. Personally, I believe small habits can have a big impact. I drive an electric vehicle, generate solar energy at home, and make conscious choices wherever I can. For me, sustainability is not a project I am working on, it is a mindset, both professionally and personally."

Products and markets

Products

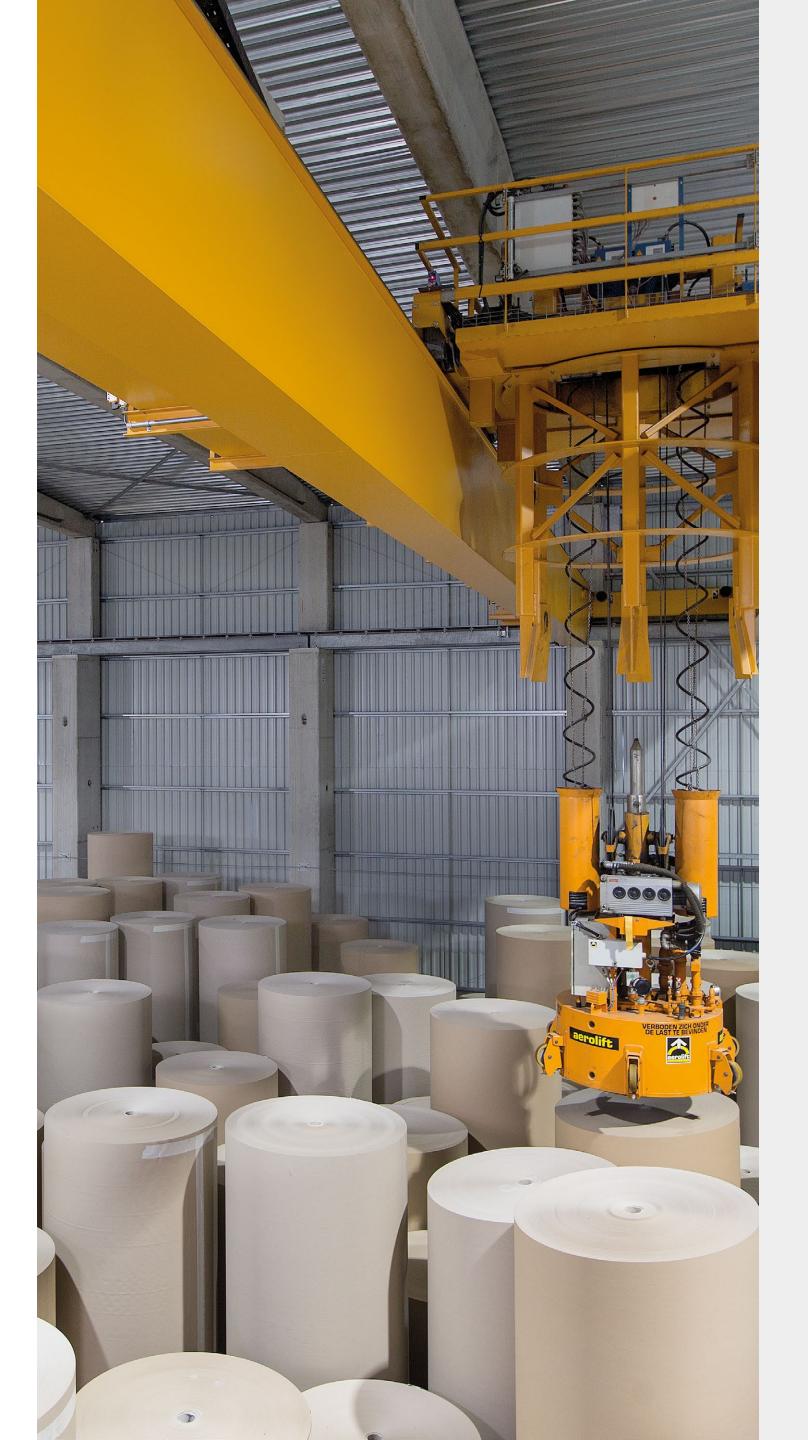
Our product spectrum is large and diverse. There are no limits to what we can package. We develop, produce and supply corrugated cardboard packaging for everything that is required. We consistently align our packaging solutions to your needs and requirements.

- Corrugated packaging, e. g.: die-cut packaging, lock-bottom, pre-glued folding cartons, packaging for hazardous goods, shipment packaging, special solutions, e-commerce packaging
- Container board
- Corrugated sheets
- Foodservice, e.g.: ice cream tubs, take-away, cups and lids
- Solid board
- Cores e.g.: industrial cores, consumer packaging
- Edge protection

Internationally connected: Association membership

In our globalised world, exchange and collaboration with international partners are indispensable. Our membership in associations forms a fundamental basis for this.

The Blue Box Partners are members of the European Federation of Corrugated Board Manufacturers (FEFCO) and the Confederation of European Paper Industries (CEPI). Through our active involvement in these networks, we benefit from the latest knowledge on market and technology trends and best practices. In addition to this, a well-established network of experts from science and research, politics and companies offers us the opportunity to participate in pioneering projects and partnerships.



Industry expertise

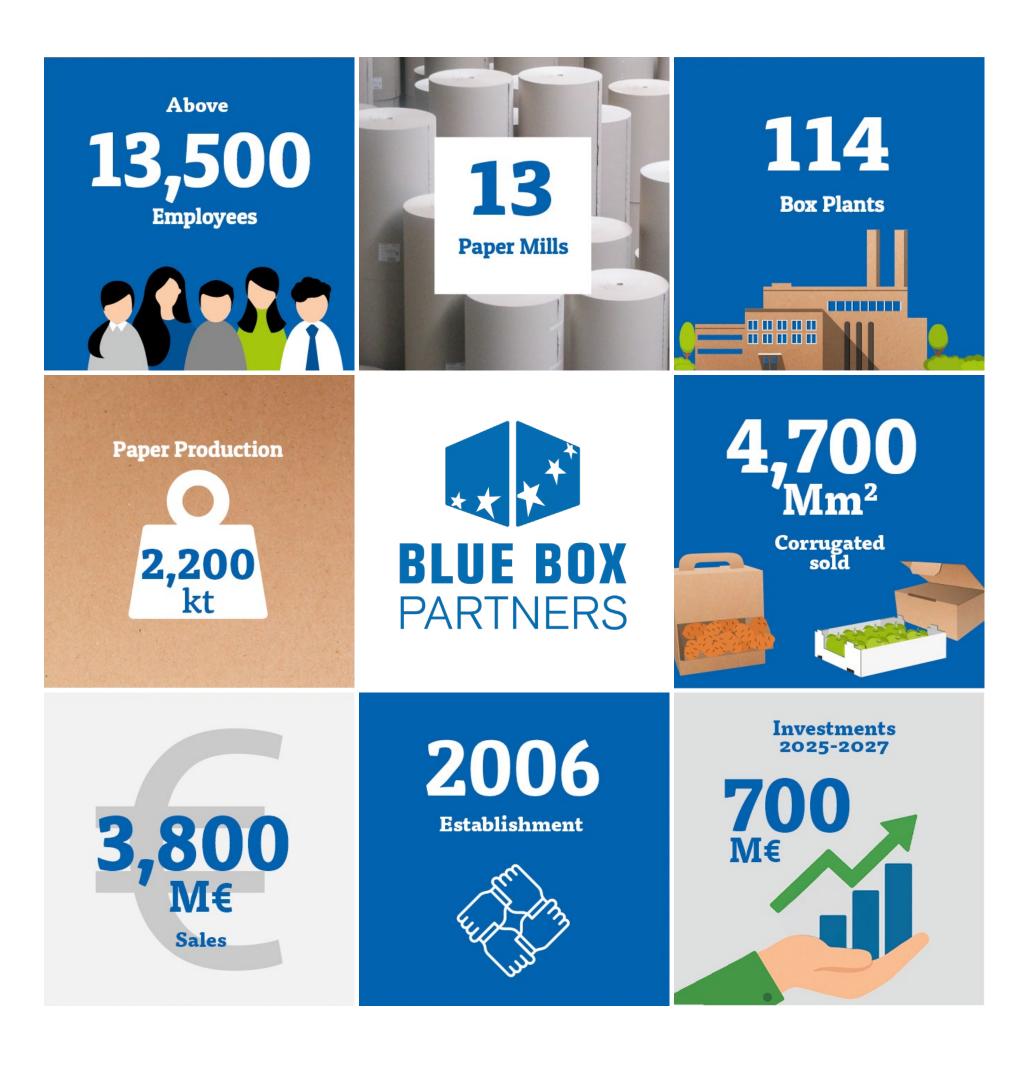
- Food / Fruits + Vegetables
- Logistics / Delivery / Online
 Distribution / Paper Production
- Electronics / Engineerings
 Mechanics Trade / Beverages
- Chemicals / Hazardous Goods
- Sports / Toys / Leisure / Fabrics / Hygienic Products / Cosmetics

Markets served

Reporting on the markets/industry served, the figure gives an indication on a scale of 1-4 (1: LOW to 4: HIGH) on Blue Box Partners products being sold in the industries indicated.

***	FOOD
8	FEED
	RETAIL
	AUTOMOTIVE
	CHEMICALS
	CONSTRUCTION
	COSMETICS
	METAL
	PAINT
	PHARMA
1	TEXTILE

Key Facts & Figures



We got you covered, wherever you are

Blue Box Partners offers best of both worlds—a strong presence across Europe and proximity to experienced and competent corrugated packaging specialists in your market.

Our coordinated approach, with the combined expertise of above 13.000 employees and the production capacity of 121 box plants, ensures we can provide the bespoke designs and delivery requirements of any customer, large or small. Our flexibility enables us to think globally but act locally, and our customers can rely on smoothly functioning supply chains and processes.

We offer uniform quality standards, cutting-edge technical production capacities and competent service across all markets. Thanks to our comprehensive market experience and technological and process know-how, our customers also benefit from qualified advice. This gives them the freedom to concentrate on their core competencies.

We deliver in the following European countries:



Closed loop recycling management is essential for the development of a circular economy. Our mutual priorities are to further promote recycling and reuse, increase resource efficiency and the material health of the value circle.

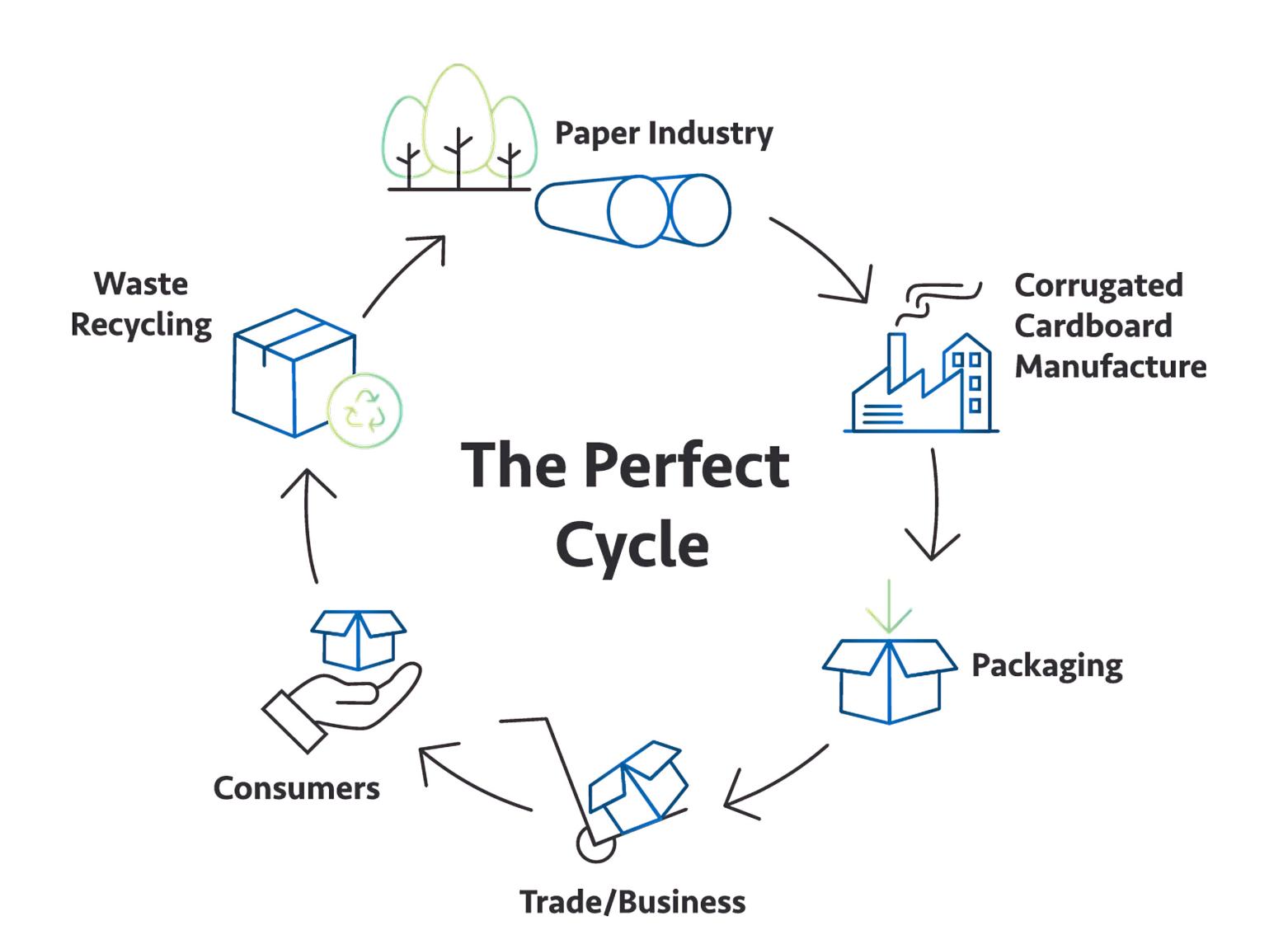
Corrugated cardboard production

We produce corrugated cardboard packaging based on waste paper that is 100% recyclable. This paper unites sustainability with maximum product protection; after use, it is disposed of as waste paper and reintroduced into the production cycle. Technological innovations guarantee an environmentally friendly production process.

Production of corrugated base paper

To produce our corrugated cardboard, we mainly use waste paper that we clean in a complex procedure before processing. The certification of our corrugated factories, as well as our paper mills, ensures all paper is sourced from a responsible source. Our own paper mills carry the FSC® recycled label. Furthermore, we also implement the principle of closed-loop recycling management during production. Waste material generated at the paper and corrugating machines is recycled and reintroduced into the production process.

*FSC-C109033 (VPK Group); FSC-C156109 (Hinojosa Group); FSC-C015390 (Cart-One Salerno); FSC-C105699 (Cart-One Parma); FSC-C108153 (Klingele Paper & Packaging SE & Co. KG)





Sustainability at Blue Box Partners

As a manufacturer of environmentally friendly packaging solutions, we aim to minimise our carbon footprint through the implementation of closed loop recycling management. Intelligent processes and innovative technologies promote the efficient use of resources during the manufacturing of our products and reduce our energy consumption. Simultaneously, we minimise carbon emissions throughout our entire value chain. Nevertheless, the key to our success is rooted in our qualified and experienced employees. We offer them a supportive, encouraging and above all safe working environment in which they can optimally utilise their individual strengths.



PROSPERITY

We protect our environment

As a manufacturer of ecological products, systematic energy and environmental management is part of our DNA - and of all our processes. We continuously invest in innovative technologies to reduce emissions, effluents and waste. We apply the concept of closed-loop management and adhere to efficient logistics to protect the environment. Renewable energy sources supply our factories with clean electricity. Every day, we strive for economic, social and technological progress in harmony with nature.



PLANET

We produce in a resource-conserving way

Our corrugated cardboard packaging and corrugated base paper are completely biodegradable and 100% recyclable. When producing our corrugated cardboard, we depend on the long-term availability of paper, water and energy. Our production processes are therefore aligned to protect these strategic resources whilst minimising our ecological footprint. We reduce our consumption through efficient water and energy management in our plants. And through FSC® certification, we document responsible sourcing. We use recovered paper or paper from sustainable forestry to manufacture our products.

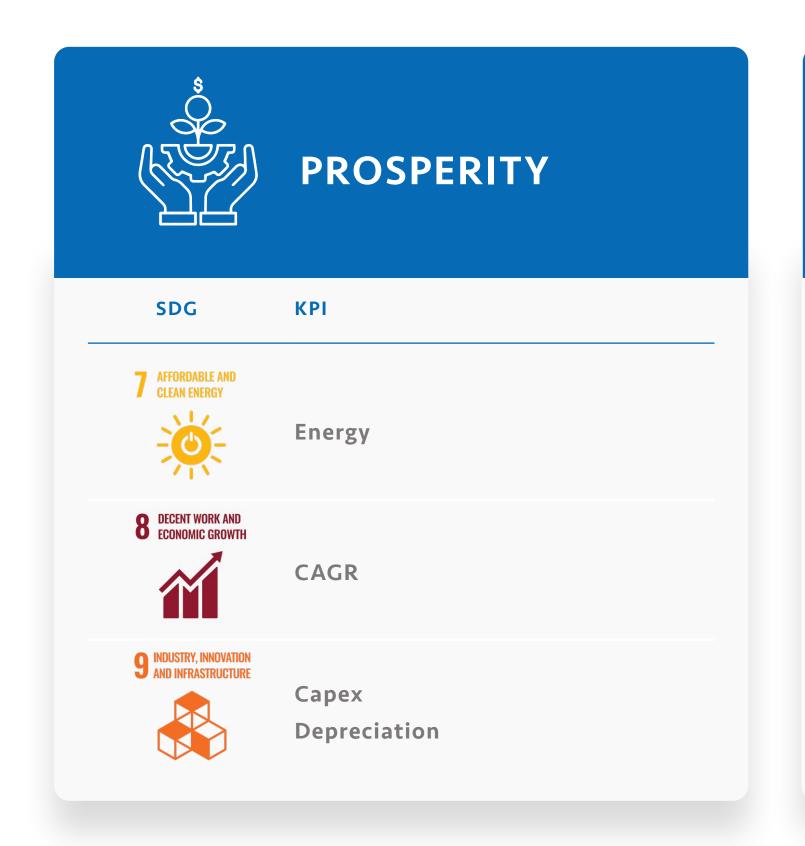


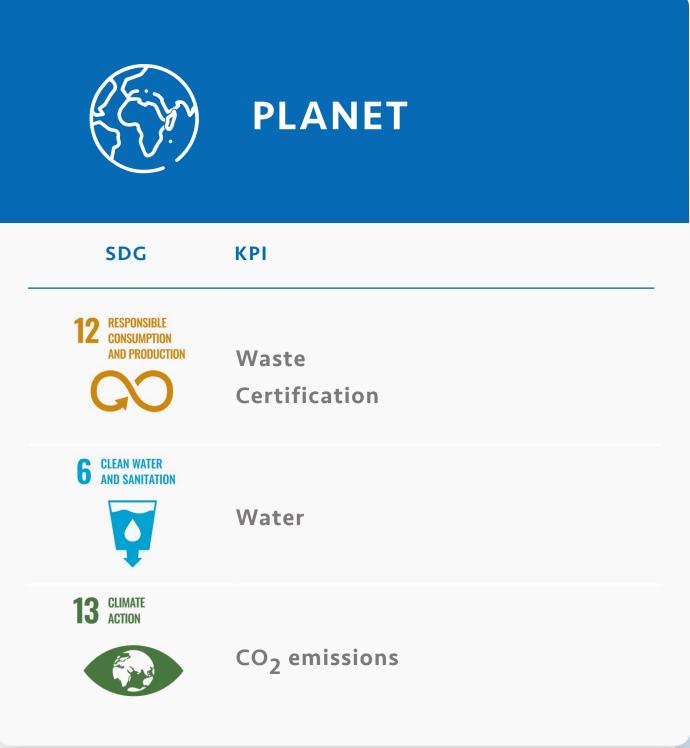
PEOPLE

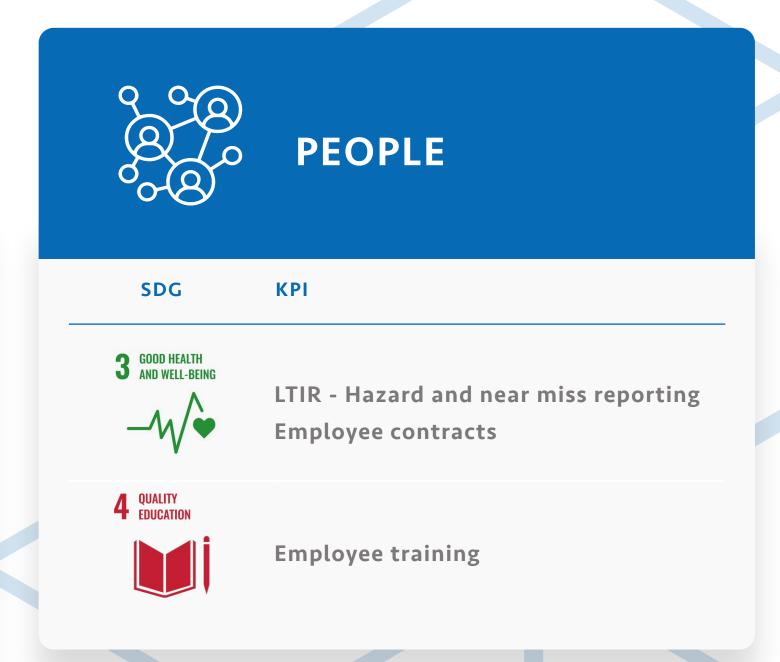
We care about our employees

Our employees are at the heart of our success. They use their ideas, creativity, knowledge and entrepreneurial spirit to ensure that we can offer our customers the best packaging solutions and service. We support and nurture our employees by offering them an attractive and safe working environment and promoting equal opportunities and diversity. Flexible working models, training and opportunities for personal development, together with a culture of trust, commitment and mutual respect, form the solid basis for their long-term loyalty.









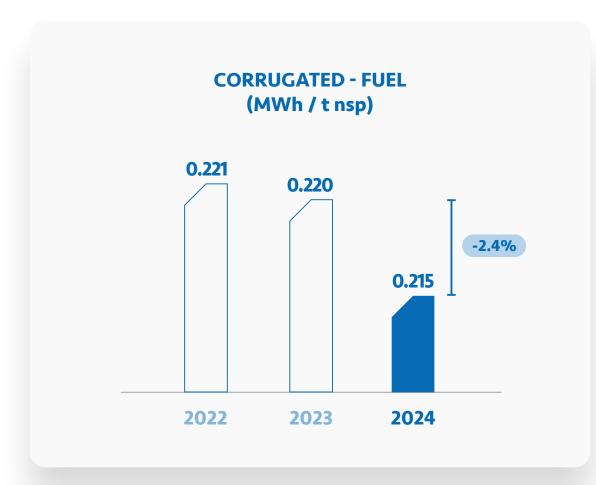


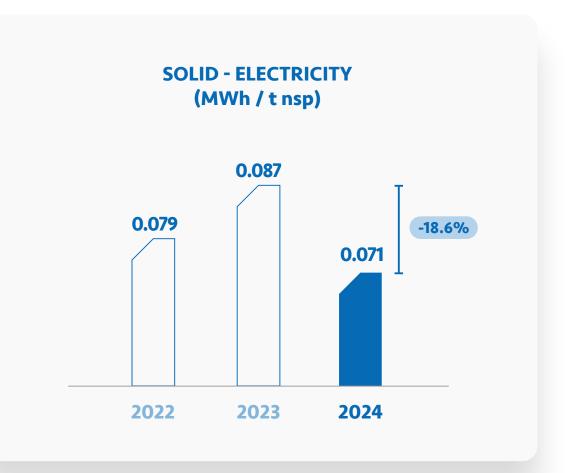


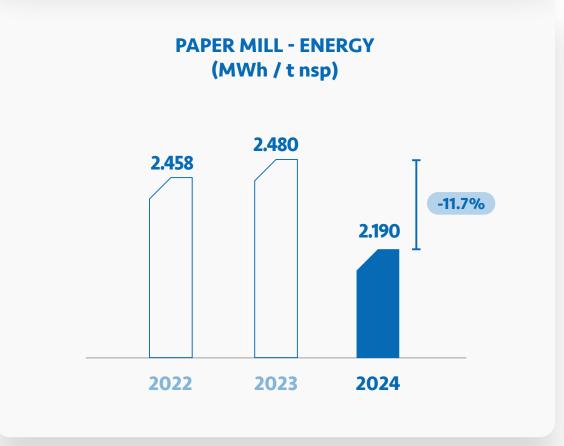
KPI: Energy

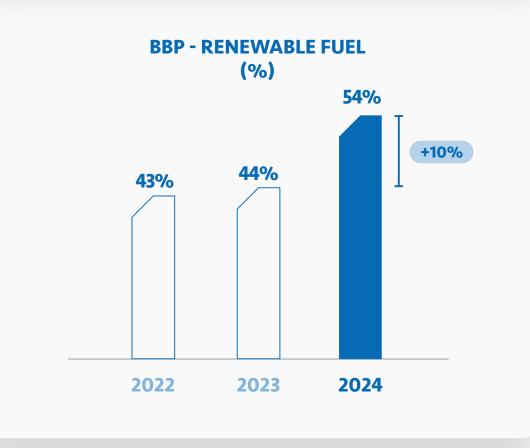
Powering progress with clean energy

At Blue Box Partners, we recognize that access to affordable, reliable, and sustainable energy is essential for driving innovation and reducing environmental impact. Our commitment to SDG 7 is reflected in our continuous investment in energy-efficient technologies and renewable energy sources across our operations. By optimizing energy use in our paper mills and box plants, we not only reduce emissions but also contribute to a more resilient and sustainable energy future. Clean energy is not just a goal. It's a cornerstone of our sustainable growth strategy.







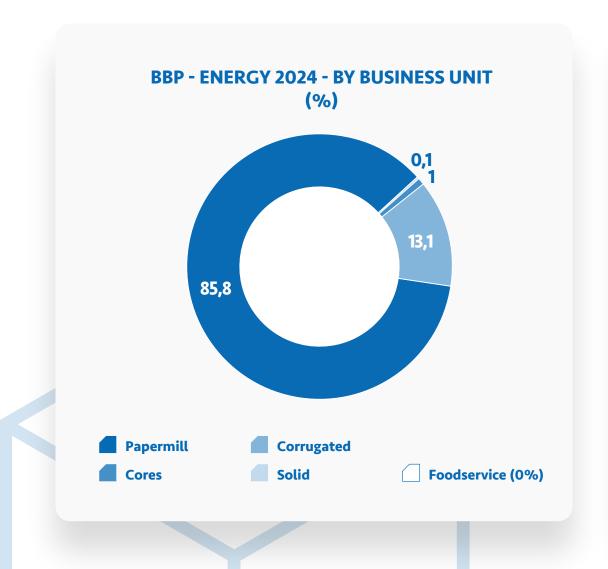


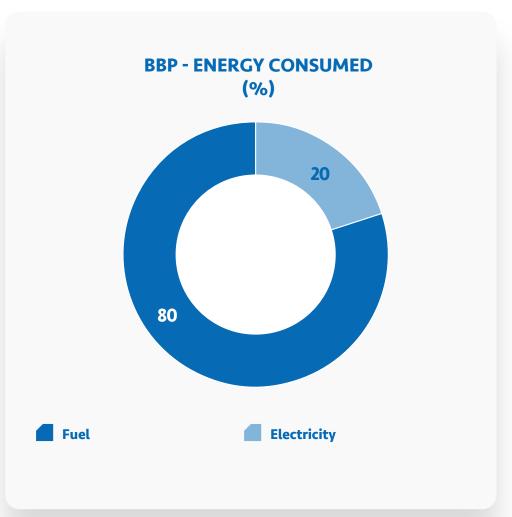


KPI: Energy

BBP - Energy by bu	usiness unit (TJ)	2022	2023	2024	2024 vs. 2023
CODEC	Electricity	0.050	0.052	0.051	-2.3%
CORES	Fuel	0.105	0.105	0.107	1.9%
CORRUGATED	Electricity	0.221	0.220	0.215	-2.4%
CORROGATED	Fuel	0.101	0.103	0.110	7.0%
FOODSERVICE	Electricity		0,000	0,000	
FOODSERVICE	Fuel		0.862	0.654	-24.1%
PAPER MILL	Electricity	2.014	2.019	1.765	-12.6%
PAPER MILL	Fuel	0.443	0.461	0.425	-8.0%
SOLID	Electricity	0.017	0.014	0.012	-10.2%
JOLID	Fuel	0.079	0.087	0.071	-18.6%

BBP - Energy (TJ)	2022	2023	2024	2024 vs. 2023
Renewable energy	9,147	9,667	11,571	19.7%
Non-renewable energy	10,615	10,435	9,276	-11.1%
Total Energy	19,762	20,102	20,846	3.7%
Electricity purchased	2,671	2,824	3,256	15.3%
Grid injection	136	232	157	-32.3%
Steam purchased	441	1,097	1,492	36.1%



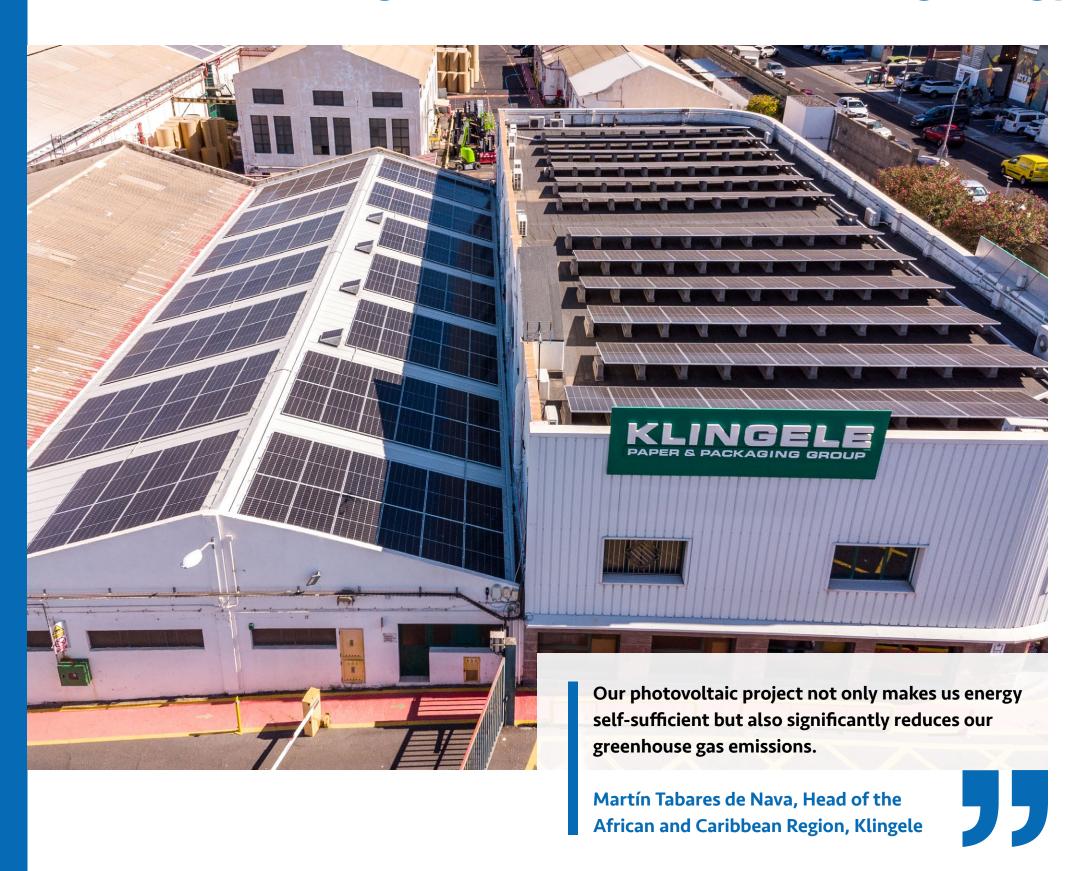




KPI: Energy

Tapping into the power of the sun: how Klingele's Tenerife site is becoming energy self-sufficient





With over 3,000 hours of sunshine per year, Tenerife offers ideal conditions for solar power. Klingele Embalajes Canarias is harnessing that potential to reduce its carbon footprint and gain full energy independence. Through a large-scale photovoltaic project, the company is demonstrating how smart investments in renewables can deliver both environmental and operational benefits, while supporting the energy transition across the packaging industry. We spoke to Martín Tabares de Nava, Head of the African and Caribbean Region at Klingele, to learn more about this milestone project.

Why did Klingele choose to invest in solar energy at its site in Tenerife?

The site has strong roots in the Canary Islands and a long-standing partner-ship with local agricultural and food producers. We wanted to build on that legacy by setting a new benchmark in sustainable production. With abundant sunshine and rising energy prices, the choice for solar energy was both environmentally and economically sound. Our goal is clear: to become energy self-sufficient while actively reducing greenhouse gas emissions.

Can you tell us more about the scale and impact of the project?

It's quite ambitious. Since August 2023, we have equipped the roofs of our corrugated cardboard plant with 3,280 photovoltaic modules, covering

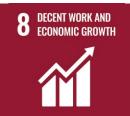
more than 20,000 m², which is about the size of three football fields. After the first phase has been fully operational by end of 2025, the system will generate around 2.5 million kWh of electricity each year. That's about 37% more than the plant's total electricity needs, which means we can use the surplus to decarbonize our steam generation. Therefore we invested in a hybrid steam boiler that can produce up to 2 MW of steam with electricity.

What kind of investment does this project represent?

The total investment exceeds €5.5 million. But beyond the financial commitment, it is also a technological investment. Innovative systems have been integrated into the installation and operation of the solar modules to significantly enhance the efficiency and reliability of energy generation. Ultimately, this is a long-term decision that strengthens our operational resilience.

How does this fit into Klingele's broader sustainability strategy?

It aligns perfectly. Across all our sites, we are working to increase the share of renewable energy, reduce dependency on fossil fuels, and contribute to the EU target of reducing greenhouse gas emissions by 55% by 2030. Projects like this one in Tenerife show that decarbonising our sector is not only possible, it is already happening.

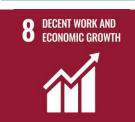


KPI: CAGR

Driving growth through decent work

At Blue Box Partners, we believe that sustainable economic growth begins with people. Our commitment to SDG 8 is reflected in our dedication to creating safe, inclusive, and empowering workplaces across Europe. With over 13,000 employees, we foster a culture of respect, continuous development, and fair employment. Our flat hierarchies and agile decision-making enable us to respond quickly to market changes while ensuring long-term job security and professional growth. By investing in innovation and responsible business practices, we contribute to resilient economies and a more equitable future.

BBP - CAGR - operating income (5Y)	2022	2023	2024	2024 vs. 2023
BBP (weighted)	13.6%	7.6%	6.9%	-0.7%



KPI: CAGR

Driving growth through circular collaboration: Cart-One innovates with recycled plastic pallets

Circular innovation doesn't happen in isolation, it thrives through collaboration. Across the Blue Box Partners network, companies are teaming up with industry leaders to explore new uses for materials once considered waste. In Italy, Cart-One Parma is joining forces with Parmalat and Tetra Pak in a pioneering initiative that turns polyAl, the plastic and aluminium components from used beverage cartons, into recycled plastic pallets for logistics use.

The project exemplifies how cross-sector collaboration can drive sustainable innovation. Cart-One Parma and its partners are piloting logistics pallets mainly made of recycled polyAl to replace the standard wooden pallets.

From beverage cartons to pallets

While beverage cartons are typically recycled for their cellulose fibres, the remaining polyAl fraction still needed to find a new purpose. Thanks to this project, the residual material is now processed into a durable secondary raw material for pallet production. These polyAl-based pallets are a potential alternative to their wooden counterparts, with the added benefit of using recycled materials and reducing the consumption of virgin resources.

Scaling up with sustainability in mind

The project is currently in its pilot phase. More than 600 logistics cycles have been completed using the recycled polyAl-based pallets, with technical testing ongoing at both Cart-One Parma and Parmalat sites. The results are now being used to compare





the performance with the traditional wooden pallets. Based on the outcomes of these tests, the project team will assess whether to scale up to a larger sample and explore design improvements in material composition and structural strength to support potential long-term adoption.

Growth through partnership and innovation

This circular pallet project is more than a smart technical fix. It's a prime example of how industrial symbiosis can deliver real strategic potential. By giving new value to packaging waste, Parmalat, Tetra Pak, and Cart-One Parma are strengthening the resilience of their supply chains and creating opportunities for sustainable, long-term growth.

A roadmap for the circular economy in action

As the project moves from pilot to potential adoption, it offers a replicable model for circular innovation in the packaging sector. By linking material recycling to logistics optimisation, Cart-One Parma illustrates how targeted innovation and cross-sector collaboration can deliver measurable business and reduce environmental impact.



KPI: Capex / Depreciation

Building the future with innovation and infrastructure

Innovation is at the heart of Blue Box Partners. In line with SDG 9, we are committed to advancing sustainable industrialization through continuous investment in cutting-edge technologies and resilient infrastructure. By fostering innovation and embracing digital transformation, we strengthen our role as a leader in sustainable packaging across Europe.

BBP	2022	2023	2024	2024 vs. 2023
Capex/Depreciation (3Y avg)	1.60	1.64	1.75	6.7%
Capex (M€)	271.0	282.0	327.8	45.8
Depreciation (M€)	169.0	172.0	187.5	15.5



KPI: Capex / Depreciation

Turning creative excellence into long-term value: Hinojosa wins 'Carton of the Year'

When Hinojosa Packaging Group acquired Galería Gráfica in 2020, it was a targeted move to strengthen its offering in high-end, sustainable packaging. Today, that strategic investment is paying off. At the 2024 European Carton Excellence Awards, Hinojosa Packaging Group was awarded 'Carton of the

Year' for its refined packaging design for the Origen perfume collection. This recognition underlines how close collaboration with the customer, driven by innovation and market insight, creates long-term value across the Blue Box Partners network.

The award-winning packaging was developed for the Origen perfume collection by Laboratorios Flor Natural Parfums. It combines technical precision with artistic flair: inner printing, subtle embossing, and carefully crafted die-cutting create a harmonious 3D effect. Together, the seven different packaging variants offer a striking in-store presentation—one that blends functionality with visual storytelling. Produced in collaboration with Stora Enso, the solution is fully recyclable and aligned with circular economy principles.



The success of the Origen project is closely tied to the capabilities of Hinojosa Packaging Galería Gráfica. Acquired in 2020, the site specialises in high-end folding carton packaging for sectors such as perfumery, cosmetics, gourmet food, wines, and spirits. Its advanced printing and finishing technologies, combined with expert design knowledge, enable it to meet the exacting standards of luxury brands, all while delivering sustainable packaging solutions.



Fibre-based packaging at the forefront of innovation

The award in Berlin also underscores a broader trend: paper- and board-based packaging is increasingly seen as a premium, sustainable alternative to plastic. Especially in sectors like cosmetics and perfumery, where design and sustainability both matter, folding carton solutions are gaining ground. Its versatility will continue to make the difference in an increasingly circular economy. With the right investments in technology and talent, Hinojosa—and the wider Blue Box Partners network—are ready to meet this growing demand.

Recognition that reflects the power of purpose-driven collaboration

Winning the 'Carton of the Year' award is more than just a design achievement. It reflects Hinojosa's ongoing commitment to supporting its customers with sustainable, innovative solutions that create real value: both for their business and for the end consumer. For Blue Box Partners, this recognition is a yet another example of how collaboration between partners with a shared focus on sustainability can lead to innovative solutions that truly make a difference for the customer.

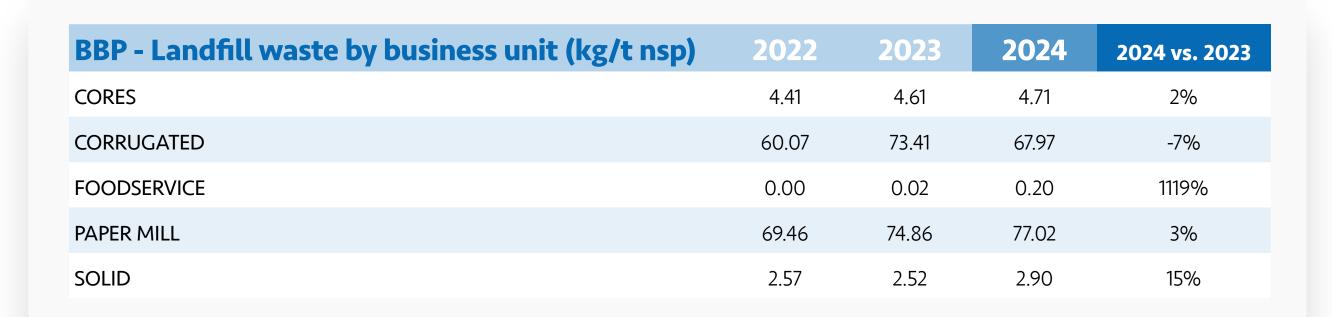


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Closing the loop with responsible production

At Blue Box Partners, sustainability is embedded in every step of our value chain. Aligned with SDG 12, we are committed to responsible production practices that minimize waste, conserve resources, and promote circularity. Our packaging solutions are designed with recyclability and efficiency in mind, supporting our customers in reducing their environmental footprint. Through continuous improvement, eco-design, and responsible sourcing, we ensure that our operations contribute to a more sustainable and resource-efficient economy,today and for future generations.

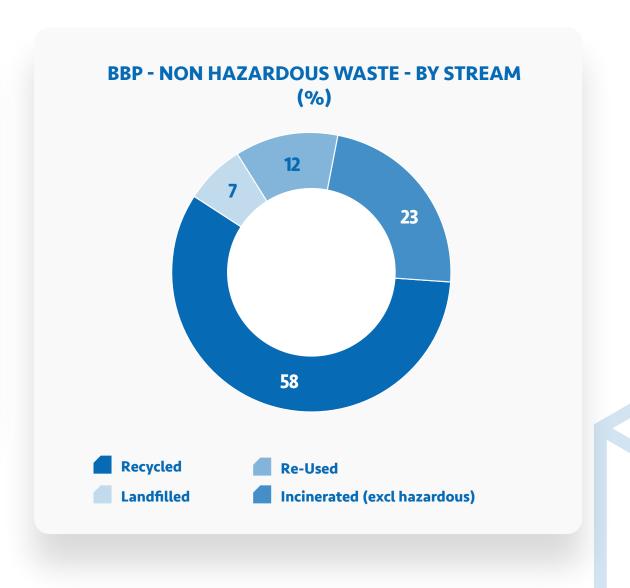






KPI: Waste / Certification

BBP - Waste intensity by business unit (kg/t nsp)	2022	2023	2024	2024 vs. 2023
(Kg/ C 113p)	2022	2025	2021	2024 V3. 2023
CORES	4.41	4.61	4.71	2%
CORRUGATED	60.07	73.41	67.97	-7%
FOODSERVICE	0.00	0.02	0.20	1119%
PAPER MILL	69.46	74.86	77.02	3%
SOLID	2.57	2.52	2.90	15%



BBP - Management system certifications (% of sites)	2022	2023	2024	2024 vs. 2023
ISO9001	70	79	83	4
ISO14001	45	50	50	0
ISO45001	10	12	17	5
ISO50001	12	13	10	-3
FSC / PEFC	76	82	78	-4

BBP - BRCGS Certification (% of sites)	2022	2023	2024	2024 vs. 2023
BRCGS	38%	34%	36%	2%





Minimising waste through innovation: Hinojosa paper mills prevent more than 3,000 tonnes of waste

Across the Blue Box Partners network, waste is not just a by-product of production, it's a resource waiting to be reclaimed. All four partners are taking bold steps to close the loop, reduce environmental impact, and accelerate the transition to a circular packaging industry. The recent developments at Hinojosa Packaging Group illustrate how well-thought waste management can yield multiple benefits.



In Spain, Hinojosa Packaging Group has launched a large-scale waste reduction programme at its Sarrià and Alquería paper mills. Through targeted investments in new technology and pre-treatment systems, the company is set to prevent over 3,260 tonnes of waste from being generated. This achievement has been made possible with the support of Spain's Ministry for Ecological Transition and Demographic Challenge as part of the Recovery, Transformation, and Resilience Plan, financed by the EU's NextGeneration EU programme.

Recovering more fibre, reducing more waste

By upgrading production technologies and implementing advanced waste pretreatment systems, Hinojosa aims to prevent the generation of 3,260 tonnes of waste across the two sites, which is equivalent to a 31.6% reduction. These improvements represent a leap forward in resource recovery and sustainable production.

A key focus of the initiative lies in recovering high-quality fibre that would otherwise be discarded. Thanks to improved sorting and separation technologies, around 2,766 tonnes of fibre—representing 26.7% of total waste—can now be reintegrated into the production process as raw material. This not only reduces the volume of waste sent for disposal, but also decreases reliance on virgin fibre. In addition, the new systems include equipment that extracts moisture from waste materials. Consequently, the Alquería and Sarrià mills are expected to reduce their total waste output by approximately 29% and 34% respectively.



Promoting sector-wide sustainability

While Hinojosa's paper mills already use recycled paper as their primary input, this new initiative goes further by targeting previously unrecoverable fibre trapped in mixed waste streams containing plastics or metals. Advanced pre-treatment makes it possible to isolate the fibrous fraction, leading to a substantial increase in material recovery rates. Moreover, by reducing residual waste, the project also limits fossil fuel use in transport and maximises the use of water and energy already embedded in the manufacturing process. These steps contribute directly to the company's low-carbon strategy and reinforce its commitment to the Blue Box Partners' joint vision of long-term sustainable growth.

Collaborative innovation with measurable results

The project was developed through close collaboration with industry stakeholders, technology suppliers, and research centres, ensuring its technical viability and practical impact. According to the Hinojosa Paper division, this multi-disciplinary approach was essential to turn circular ambitions into measurable progress.



Safeguarding water, sustaining life

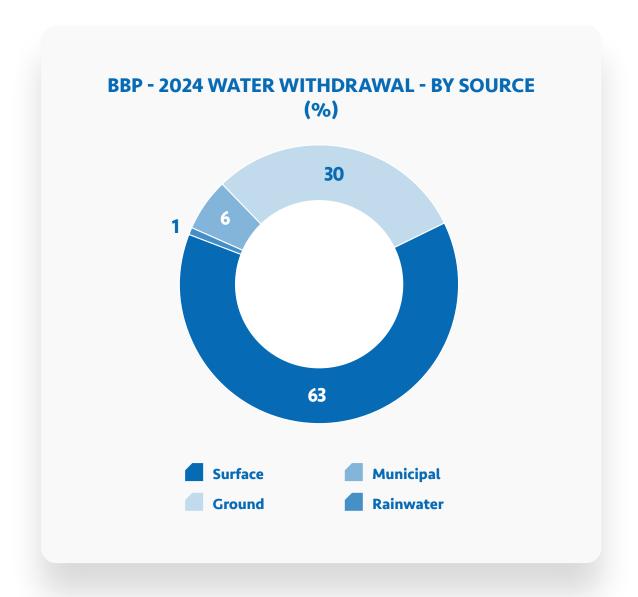
Water is a vital resource in our production processes and a shared responsibility. At Blue Box Partners, we are committed to reducing water consumption, improving water efficiency, and ensuring responsible wastewater management across our operations. Through investments in closed-loop systems, water treatment technologies, and continuous monitoring, we aim to protect local ecosystems and contribute to global water security. Our efforts align with SDG 6 by promoting sustainable water use and supporting access to clean water for all.

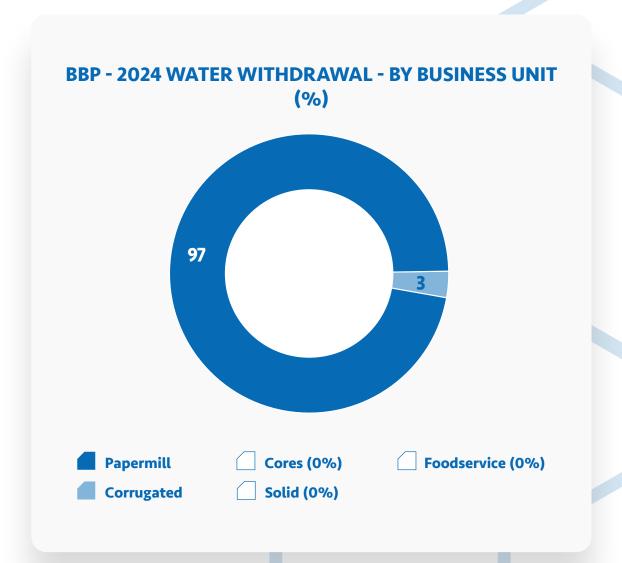
BBP - water consumption (m³ / t nsp)	2022	2023	2024	2024 vs. 2023
WITHDRAWAL	4.72	5.05	5.03	-0.5%
DISCHARGED	3.17	4.46	3.69	-17.3%
RECYCLED	0.75	0.78	1.32	70.1%



KPI: Water

BBP - water discharge by destination (mio m³)	2022	2023	2024	2024 vs. 2023
SEWER	8.66	1.04	3.26	213.0%
SURFACE	6.18	19.33	15.59	-19.4%









Every drop counts: Cart-One Parma upgrades condensate recovery systems to reduce water and energy use

CART

Reducing water intake is a shared priority across the Blue Box Partners network. Whether through process optimisation or technical innovation, partner companies are making targeted interventions to lower their environmental footprint. At Cart-One Parma, a recent upgrade to the steam and condensate systems of the corrugator plant shows how even behind-the-scenes improvements can deliver major results. The project is expected to significantly reduce the Italian site's water and gas consumption while improving process control.



Between December 2024 and January 2025, Cart-One Parma carried out a targeted optimisation of its steam and condensate system at the San Polo di Torrile corrugator site in Italy. This process-focused intervention involved replacing key components, including the steam regulation system and the condensate recovery and return systems connected to the thermal power plant. In addition, a new generation of supervision and control technologies was installed, working in full sync with the site's ESCADA process control system and factory MES, enabling seamless real-time management.

Significant resource savings

The upgrades have made the system more stable, efficient, and easier to control. Most notably, water intensity for steam generation is expected to decrease by 65% to 70%. Natural gas use for heating water is also projected to drop by 10% to 15%. At the same time, operating pressures have been reduced, contributing to more consistent and controlled production processes.

These changes have a cumulative effect. By improving condensate recovery and reducing system losses, less fresh water is needed to maintain steam production. This constitutes an immediate win for sustainability and efficiency.

Smart controls, lasting impact

The success of the intervention lies not just in the replacement of the equipment itself, but also in the integration of advanced monitoring and control technologies. The state-of-the-art supervision system enables real-time tracking of performance, allowing for quick adjustments and long-term optimisation. As such, the benefits of the intervention are not static. They can be fine-tuned over time, ensuring sustained reductions in water and energy use.

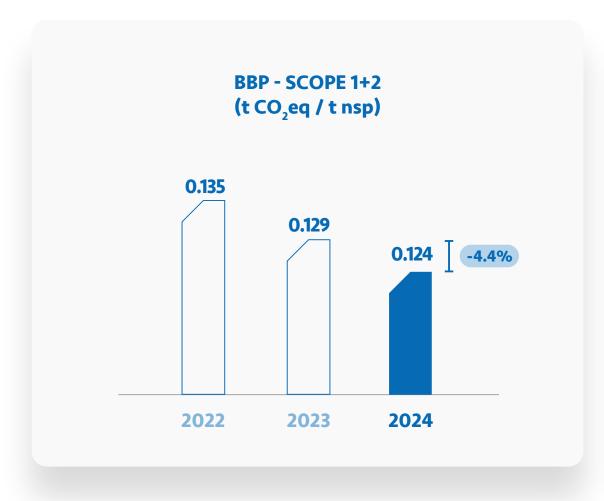
A measurable contribution to circular performance

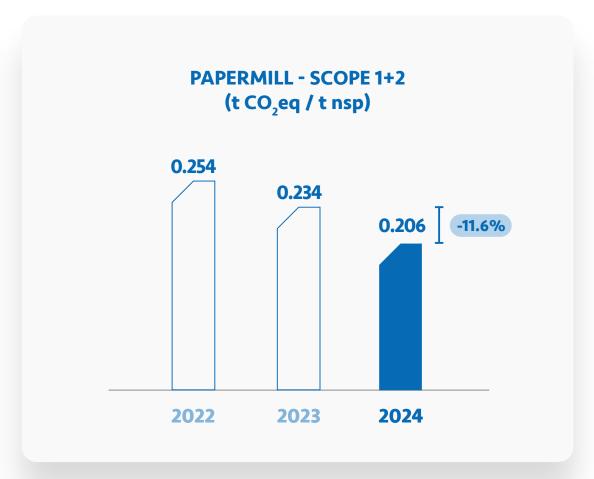
By investing in intelligent infrastructure upgrades, Cart-One Parma shows how operational efficiency can translate into measurable progress on key sustainability indicators like water intake. It demonstrates how the Blue Box Partners combine technical expertise with long-term thinking to tackle environmental challenges.



Acting now for a climate-resilient future

Climate action is a responsibility we embrace with urgency and purpose. At Blue Box Partners, we are committed to reducing our environmental footprint through targeted decarbonization strategies, energy efficiency, and sustainable sourcing. In alignment with SDG 13, we actively invest in low-emission technologies and continuously improve our processes to mitigate climate impact. From optimizing logistics to enhancing recyclability, every step we take is designed to support a low-carbon, climate-resilient future for our industry, our communities, and the planet.





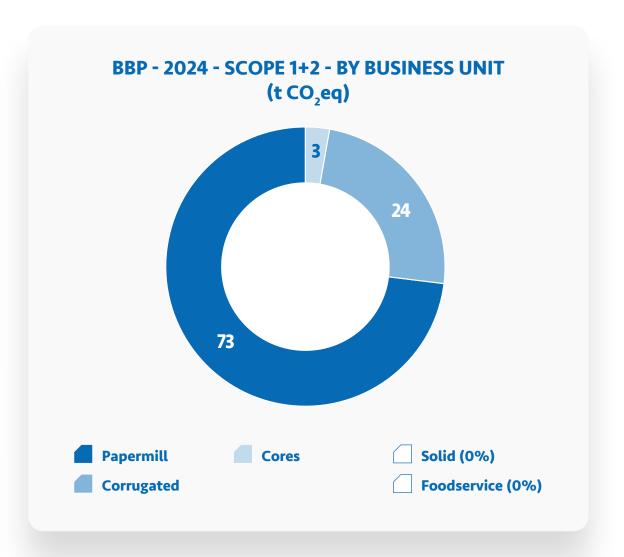
KPI: CO₂ emissions

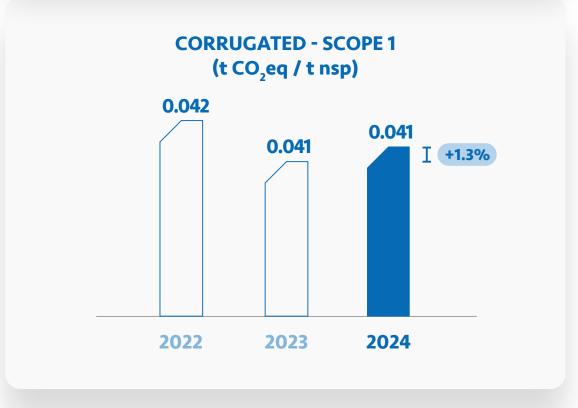
BBP - CO ₂ emissions of all our products - t CO ₂ eq	2022	2023	2024	2024 vs. 2023
Direct CO ₂ emissions (scope 1)	528,425	489,432	505,525	3.3%
Indirect CO ₂ emissions (scope 2)	104,072	101,107	126,393	25.0%
Direct Biogenic CO ₂ emissions (scope 1)*	688,717	716,644	606,961	-15.3%

*emission of CO_2 from combustion or biodegradation of biomass. This CO_2 is considered to be carbon neutral

BBP - SCOPE 1 - t CO ₂ eq / t nsp	2022	2023	2024	2024 vs. 2023
Scope 1 intensity	0.113	0.107	0.099	-7.7%

2022	2023	2024	2024 vs. 2023
0.053	0.052	0.053	2.4%
0.057	0.056	0.062	9.9%
	0.000	0.000	
0.254	0.234	0.206	-11.6%
0.015	0.015	0.013	-17.1%
	0.053 0.057 0.254	0.053 0.052 0.057 0.056 0.000 0.254 0.234	0.053 0.052 0.053 0.057 0.056 0.062 0.000 0.000 0.254 0.234 0.206



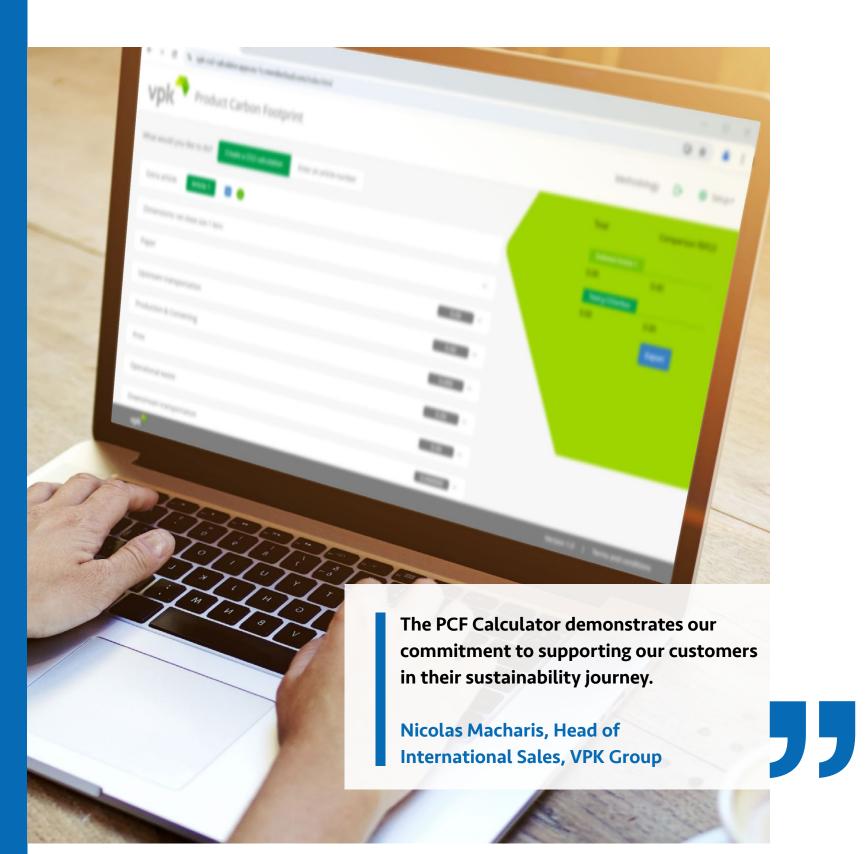




KPI: CO, emissions

From data to action: how VPK's Product Carbon Footprint Calculator helps decarbonise the value chain





Reducing the carbon impact of packaging is a shared priority across the Blue Box Partners network. While all partners are committed to lowering emissions from their operations and products, some go even further. VPK Group, for example, has developed an in-house Product Carbon Footprint (PCF) Calculator that helps customers understand the indirect (Scope 3) emissions linked to their packaging choices. How can a single tool support more climate-conscious decision-making across complex supply chains? By turning carbon data into actionable insight.

Companies are increasingly looking to reduce their carbon footprint, not only within their own operations but throughout the entire value chain. That's where VPK's PCF Calculator makes a difference. It helps customers identify and quantify the indirect (Scope 3) emissions linked to their packaging choices, which often represent the largest part of their total carbon footprint.

A reliable, science-based methodology

The PCF Calculator is developed in-house, based on the PACT (Partnership for Carbon Transparency) framework and aligned with the Greenhouse Gas Protocol and ISO standards. It calculates carbon emissions on a cradle-to-gate basis, measuring the footprint in grams of CO2eq per unit of packaging. The result: a consistent, comparable footprint across different packaging formats and materials.

"The PCF Calculator demonstrates our commitment to supporting our customers in their sustainability journey," says Nicolas Macharis, Head of International Sales. "It's a practical, data-driven solution that adds value by turning carbon transparency into concrete action."

Enabling responsible decision-making

The tool is fully integrated into VPK's ERP system and draws on verified internal data and operational parameters. VPK experts translate these insights into product-specific specification sheets or comprehensive portfolio reports, tailored to customers' information needs.

By integrating carbon footprint data into product specifications, VPK supports customers to make informed, climate-conscious choices. This allows them to select packaging solutions that meet both performance and environmental criteria, and prioritise lower-carbon alternatives where possible.

Contributing to net-zero value chains

The PCF Calculator is a cornerstone of VPK's wider climate strategy and net-zero roadmap. As a signatory to the Science-Based Targets initiative (SBTi), VPK is working to significantly reduce emissions across all scopes.

The tool provides insights into Scope 1, 2, and selected upstream emissions, and helps customers gain a better understanding of their own Scope 3 footprint. In doing so, it supports collaborative efforts to decarbonise the entire value chain—one packaging decision at a time.

KPI: LTIR - Hazard and near miss reporting

Prioritizing health and well-being in the workplace

At Blue Box Partners, we believe that a healthy workforce is the foundation of a resilient and responsible business. In support of SDG 3, we are committed to ensuring safe working conditions, promoting physical and mental well-being, and fostering a culture of care across our alliance. Through proactive health and safety measures, employee support programs, and continuous training, we empower our teams to thrive. Our people-first approach not only enhances productivity but also strengthens our long-term sustainability.

2022	2023	2024	2024 vs. 2023
12.8	10.5	11.0	4.6%
87%	90%	90%	0.0%
256	219	254	16.0%
	12.8 87%	12.8 10.5 87% 90%	12.8 10.5 11.0 87% 90% 90%

BBP - Fatalities + Hours worked	2022	2023	2024	2024 vs. 2023
Fatalities	0	0	0	
Hours worked	19,551,671	20,406,485	21,165,023	3.7%



KPI: LTIR - Hazard and near miss reporting

Female	Male	Total
2,206	11,340	13,546
2,035	10,716	12,751
171	625	796
1,963	11,157	13,120
242	185	427
	2,206 2,035 171 1,963	2,206 11,340 2,035 10,716 171 625 1,963 11,157

BBP - Collective bargaining agreements	2022	2023	2024	2024 vs. 2023
BBP (weighted)	78%	84%	84%	-0.5%



KPI: LTIR - Hazard and near miss reporting

Safety in action: how Cart-One Salerno puts well-being at the heart of its operations





In 2024, Cart-One Salerno made measurable progress in workplace safety. As part of the Sada Group and a key partner in the Blue Box Partners network, the site intensified efforts to embed safety into every layer of its operations—focusing on awareness, accountability, and continuous improvement.

The driving force behind this progress was the site's Health, Safety and Environment (HSE) Department, established in 2022 to promote a proactive safety culture. Rather than responding to incidents, the HSE team works closely with operators on the shop floor to identify risks before they arise. Field visits and task simulations are part of their daily practice, bringing prevention directly into the production process. This hands-on approach reinforces safety awareness at every level and ensures that hazards are addressed early.

Training minds, not just routines

To strengthen the behavioural aspects of safety, Cart-One Salerno launched an extensive re-training programme in 2024. Overall, more than 250 employees received role-specific training, including courses on forklift operation, first aid, fire safety, and maintenance protocols. With an average of six hours per person, the training combined practical know-how with a strong focus on mindset and shared responsibility.

Managing change with care

As new production lines, equipment, and layouts were introduced, Cart-One Salerno ensured that risk assessments kept pace with operational change. These assessments didn't stop at physical interventions. They were complemented by clear safety procedures

and employee communication, ensuring that everyone understood how to navigate change-related risks with confidence.

The site also implemented a new digital HSE management system, making it easier to monitor compliance and track progress. By combining human and digital strengths, Cart-One Salerno built a more responsive and transparent safety framework.

Safety as shared responsibility

One of the most impactful shifts was the growing culture of shared vigilance. Supervisors played a key role in encouraging the reporting of hazards and near misses, helping teams spot risks early and develop targeted improvement plans. This participatory approach not only reduced incidents but also empowered employees to take ownership of their own safety and that of their colleagues.

Results that speak for themselves

The impact of these efforts is clear: in 2024, the site recorded zero fatalities, no long-term injuries, and no health and safety disputes. Of the 20 reported accidents, only two occurred while commuting, highlighting the effectiveness of on-site safety measures. A culture that grows with the business

For Cart-One Salerno, safety is not a one-off project. It is a continuous process that evolves with the organisation. By embedding health and safety into daily routines and strategic decisions, the site demonstrates how people-first thinking can lead to better outcomes for all.



KPI: Employee contracts

Empowering women through engagement: how Klingele's Nova Campina site fosters inclusion and opportunity



Karla S. Oliveira, Human Resources Manager at the Nova Campina paper mill, Klingele At Blue Box Partners, sustainable growth means creating long-term value not only through environmental performance and innovation, but also by investing in people. That includes actively promoting diversity, equality, and inclusion across all operations. A compelling example can be found in Brazil, where Klingele's Nova Campina paper mill has launched a targeted initiative to strengthen the role of women in the workplace and beyond.

Operating since 1941, the Nova Campina site is a major regional employer with around 590 employees. The mill is known for its advanced environmental infrastructure, including a hydroelectric power plant, a wastewater treatment facility, and a biomass cogeneration system. But its commitment to sustainability goes far beyond environmental performance. As part of Klingele's broader ESG strategy, the site actively promotes equal opportunities and an inclusive work culture.

A platform for female empowerment

To help address the disadvantages Brazilian women still face in the labour market, Nova Campina launched the "Diversity and Inclusion" project. Despite often being more highly educated than men, many women remain excluded from economic opportunities and earn lower wages. The project aims to counter this trend by giving women a stronger voice at work.

More than 50 women now participate in regular sessions where they can share their experiences, receive professional support, and explore opportunities for growth. The initiative is built on the belief that listening is the first step towards



meaningful change. By creating a safe and supportive environment, the project allows women to raise concerns and propose improvements that help shape workplace policies and practices.

Upskilling for the future

Beyond dialogue, the initiative also provides concrete tools for development. In addition to the annual "Women in Industry" forum, the programme includes tailored training opportunities. Courses on topics such as energy, electrical engineering, and mental health are designed to enhance both technical knowledge and personal wellbeing. One recent highlight was a basic electrical engineering course, successfully completed by 27 participants, providing them with a valuable certification to include on their CVs.

Importantly, the programme is not limited to employees. Training modules are also offered to women from the wider Nova Campina community, increasing their chances in the labour market and reinforcing the mill's social role in the region.

A measurable impact on engagement

The Nova Campina project is a strong example of how employee engagement can lead to positive transformation, both inside and outside the company. It illustrates the power of active listening, inclusive dialogue, and targeted investment in human capital. For Klingele, and the entire Blue Box Partners network, it is clear: building a diverse and supportive culture is not just the right thing to do, it's a key driver of long-term success.



KPI: Employee training

Empowering people through lifelong learning

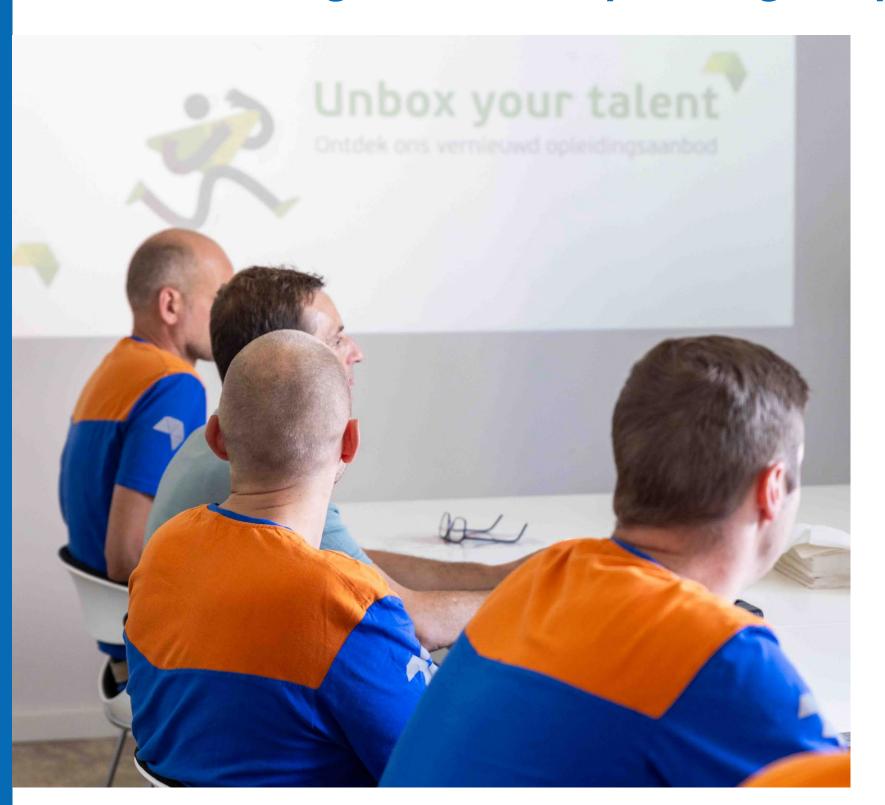
At Blue Box Partners, we believe that education is the foundation of innovation and sustainable growth. In support of SDG 4, we invest in continuous learning and development across all levels of our organisation. From technical training to leadership development, we foster a culture of curiosity, competence, and collaboration. Our commitment to knowledge-sharing and skill-building ensures that our teams remain agile, empowered, and future-ready: driving progress within our alliance and beyond.

BBP - Training hours (avg / year)	2022	2023	2024	2024 vs. 2023
Employee	16.6	21.4	20.2	-5.4%
By gender Female Male	23.5	25.7	21.0	-18.4%
	20.6	24.8	20.1	-19.0%
By category of work Blue Collar White Collar	16.7	22.0	21.4	-2.7%
	27.7	31.6	17.4	-45.0%



KPI: Employee training

When people grow, businesses move forward: building a future-ready learning ecosystem



Lifelong learning isn't just a buzzword. It's the foundation for long-term success in a rapidly evolving industry. But continuous development only happens in the right environment. That's why Blue Box Partners are investing in learning ecosystems that empower employees to keep growing, adapting, and staying ahead. One of our partners, VPK Group, recently took a big step forward with the rollout of a scalable, inclusive Learning Management System, which is tailored to meet the changing needs of both people and the packaging sector.

VPK Group's Learning & Development (L&D) strategy is built around that vision. By enabling their colleagues to make quick, independent and well-informed decisions, the company strengthens its ability to respond to future challenges. The goal is to empower employees, improve knowledge transfer, and create lasting partnerships that generate shared value.

Addressing learning needs and system gaps

In 2024, Heidi Lenaerts joined VPK as Learning & Development Project Manager. Her first task: assess how learning was organised across the various business units in Belgium. "We interviewed over 40 stakeholders across the organisation," Heidi explains, "and it became clear that although learning was happening, we lacked a central system to manage it."

There was no reliable way to track who had received which training, especially for business performance and compliance topics. Personal development was also



fragmented, and with an ageing workforce, the need for structured knowledge sharing became urgent.

Choosing the right platform for all employees

VPK Group had previously implemented Cornerstone, primarily as an administrative tool to manage training planning and certifications. But its potential was largely untapped. "We benchmarked various solutions but ultimately decided to reimplement Cornerstone with a simplified setup tailored to our business," Heidi says. Preparations for the system's technical setup started in the summer of 2024 and were completed by the end of February 2025, including integration with the compensation and benefits system. This was followed by a phased go-live rollout, first to managers and administrative staff and then to shopfloor workers across business units.

Empowering employees and managers

The new LMS offers all employees a personalized training overview, showing which courses they need to take, when they are due, and what they have already completed. Employees can also sign up for new courses, request external training, and access their certificates. Managers benefit from dashboards and reporting that allow them to track team progress, schedule certifications, and integrate learning into performance conversations. "Thanks to our Learning Management System, we have shifted from reactive training to proactive ownership," says Heidi.

READ MORE





KPI: Employee training



Building a local learning network

To ensure the success of the system across such a diverse organisation, VPK Group introduced the role of learning partners. As Heidi explains, "The learning partners act as a bridge between HR and the business, supporting local implementation and ensuring learning needs are met on the ground. They also assist managers in assigning and monitoring training." In total, around 20 learning partners were selected across various business units, representing different domains such as production, QESH, IT, legal, and sustainability.

Each learning partner acts as a local key user, supporting everything from identifying employee learning needs to helping managers with tasks like coordinating the creation of internal training, handling registrations, and follow-up and assisting with reporting. They work in close collaboration with the central HR and L&D teams, ensuring consistency while remaining close to the operational context of their site or BU.

Expanding with e-learning

In parallel, VPK Group also introduced FlowSparks, a tool that enables the development of e-learning content tailored to specific teams. From onboarding to safety campaigns, e-learning modules are now created in-house, published in Cornerstone, and updated regularly. "It's a scalable way to keep content relevant while reducing dependency on external providers," Heidi notes.

Accessible for everyone

Accessibility was a key focus from the start. For production workers, who often lack daily computer access, VPK Group installed kiosks at key locations to ensure everyone could interact with the platform. 'If we want learning to be inclusive, digital access is non-negotiable,' Heidi stresses.

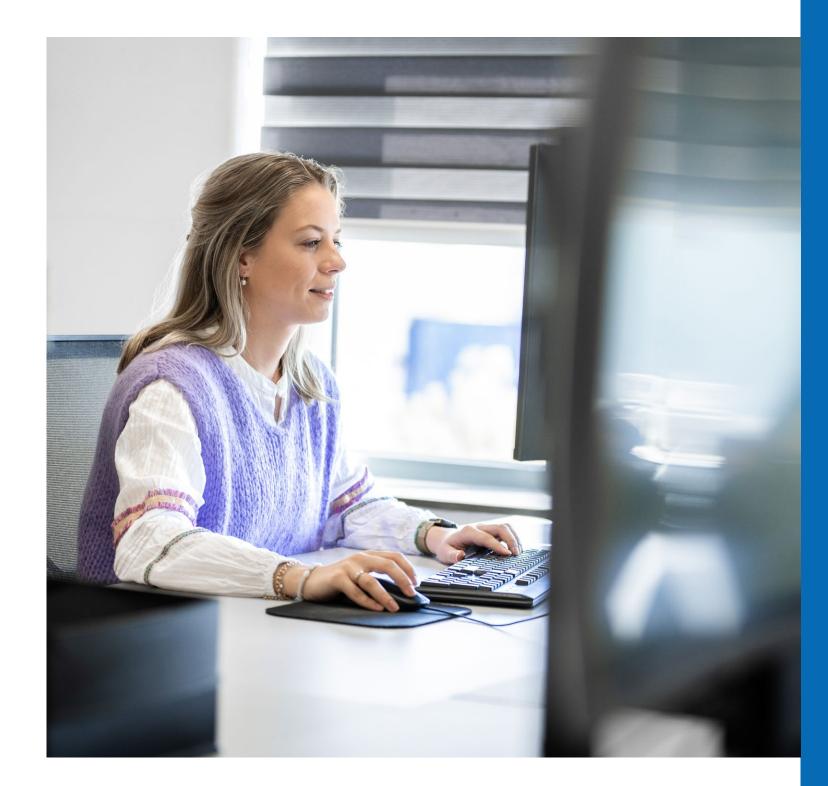
Scaling up across the Group

The rollout in Belgium is already showing results: all office employees have used the system at least once. Deployment to shopfloor workers is still ongoing. The UK has confirmed it will adopt the platform next, with Poland and the Nordics following closely. The long-term ambition? A full-fledged VPK Academy acting as a centre of excellence for learning across the Group. "We have only just begun," says Heidi. "But the foundation is strong and we are building it to last."

Thanks to our Learning Management System, we have shifted from reactive training to proactive ownership.

"

Heidi Lenaerts, Learning & Development Project Manager, VPK Group





GRI STD NR	DISCLOSURE NUMBER	DISCLOSURE TITLE AND DESCRIPTION	PAGE(S)
Universal standards			
GRI 1: Foundation			
		Statement of use	3
		GRI content index	40
GRI 2: General Disclosures			
	GRI 2-1	Organisational details	6
	GRI 2-3	Reporting period, frequency and contact point	3
	-	Date of most recent report	3
	GRI 2-6	Activities, value chain and other business relationships	7, 8, 10
	GRI 2-7	Employees	32-38
	GRI 2-22	Statement on sustainable development strategy	4
	-	Key impacts, risks, and opportunities	4
	GRI 2-23	Policy commitments	8
	GRI 2-28	Membership associations	10
	GRI 2-30	Collective bargaining agreements	33
GRI 3: Material Topics			
	GRI 3-2	List of material topics	15
Category Environment			
GRI 302: Energy			
	GRI 302-1	Energy consumption within the organisation	16
	GRI 302-3	Energy intensity	16, 17
	GRI 302-4	Reduction of energy consumption	16, 17
GRI 303: Water		NEW !!	
	GRI 303-3	Water withdrawal	27
	GRI 303-4	Water discharge	27
	GRI 303-5	Water consumption	26

GRI STD NR	DISCLOSURE NUMBER	DISCLOSURE TITLE AND DESCRIPTION	PAGE(S)
GRI 305: Emissions			
	GRI 305-1 GRI 305-2 GRI 305-4	Direct (Scope 1) GHG emissions Energy indirect (Scope 2) GHG emissions GHG emissions intensity	30 30 29, 30
GRI 306: Waste			
	GRI 306-1	Waste generation and significant waste- related impacts	23, 24
	GRI 306-2	Management of significant waste- related impacts	23, 24
	GRI 306-3	Waste generated	24
	GRI 306-4	Waste diverted from disposal	24
	GRI 306-5	Waste directed to disposal	24
Category Social			
GRI 403: Occupational Health and Safety	d		
	GRI 403-9	Work related injuries	32
	-	Work related hazards and incidents	32
GRI 404: Training and Education			
	GRI 404-1	Average hours of training per year per employee	36

