

Food and Beverage

INDUSTRY REPORT

Summer | 2023

CREATING
M&A STRATEGIES
FOR BUSINESS OWNERS

SINCE 1956





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Market Observations

Market Summary

Food and Beverage Market

The global food and beverages market grew from \$6.7 trillion in 2022 to \$7.2 trillion in 2023 at a CAGR of 7.3% and is expected to grow to \$9.2 trillion in 2027 at a CAGR of 6.3% according to Research and Markets. The Russia-Ukraine war resulted in economic sanctions, rising commodity prices, and supply chain disruptions, leading to inflation and impacting global markets. In April 2023, the global consumer price index, excluding the United States, stood at 188.19, compared to 155.13 for the US as consumers saw average prices decline outright in April in certain categories. Grocery prices, for example, retreated 0.2% during the month, following a 0.3% decrease in March. Despite increased spending in the food and beverage sector, consumers reduced their purchases due to inflation, resulting in an 8% YoY decline in real spending. Private label product sales grew by 11.3% in 2022, surpassing national brands as consumers sought cost-saving options. The industry faces environmental challenges, with the food and beverage sector accounting for a significant portion of global greenhouse gas emissions. To address this, companies are introducing products that claim to offset their emissions, emphasizing "carbon-neutral" and "regenerative" attributes. With technology playing a crucial role in the manufacturing process, Frozen food manufacturers are using technologies such as individual quick freezing (IQF) to improve the yield and quality of frozen foods. This method boosts yield by 1.5-3% and results in better quality products with high nutritional value and less wastage. The global IQF vegetable market is expected to reach \$2 billion by 2026, thus indicating significant demand for IQF food products in the future.

Public Company Valuations

The CFA Select Food and Beverage Index was down by 0.4% in the second quarter of 2023, and the 12 months return on the Index was 9.3%. Our index for each of the subsector of Food and Beverage decreased in the second quarter of 2023, except for Confectionery/Snacks, Food retail, Foodservice / Out-of-Home which were up by 1.8%, 4.5% and 5.9% respectively. Confectionery/Snacks Index had the highest median revenue multiple and median EBITDA multiple with 3.3x and 19.5x, respectively. Agriculture, Animal Protein, Bakery, Beverages, Dairy, Food Ingredients, Food retail, Foodservice / Out-of-Home and General Food Processors had median revenue multiples of 0.5x, 0.5x, 1.3x, 2.5x, 1.1x, 2.2x, 0.5x, 1.4x, and 2.0x, respectively and median EBITDA multiples of 8.7x, 7.2x, 12.9x, 13.5x, 10.5x, 15.4x, 8.2x, 15.2x, and 11.2x, respectively. Overall, the CFAW Select Food and Beverage Index had median revenue and EBITDA multiples of 1.3x and 10.7x, respectively.

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The CFAW Select Food and Beverage Index went down in the second quarter of 2023.....

Mergers and Acquisitions

The M&A activity in the food and beverage industry has been witnessing a declining growth since Q2 2022. The escalating costs of raw materials and labor continue to be a pressing concern for the industry. Therefore, companies are facing challenges in raising prices, as consumers are showing resistance to further price increases. The rise in interest rates over the past year has also led to higher financing costs, prompting a shift towards less aggressive leveraged buyout structures. Despite the challenges, deal activity in the food and beverage sector has proven to be resilient during such times of market instability. Alcoholic beverages, protein producers, general, nonalcoholic beverages and produce categories were the most active segments in terms of deal volume. As we progress through 2023, we anticipate an increase in deal appetite for the food and beverage industry.

Industry Trends

Plant-Based Meat Market Maintains Promising Growth

The plant-based meat market is projected to experience a CAGR of 26.1% from 2022 to 2027, resulting in a market size growth of \$12.5 billion. This growth is driven by new product launches, increased vendor investments, and the rising number of individuals adopting a vegan lifestyle. As consumers become more health-conscious and environmentally aware, there is a growing demand for plant-based meat products due to the significant greenhouse gas emissions associated with animal meat production. To meet this demand, vendors worldwide are introducing new plant-based meat products. The increasing popularity of healthy eating has also contributed to the market's growth. According to Datassential's 2023 food trends, 40% of consumers plan to purchase plant-based meat products in 2023. As a result, the availability of plant-based alternatives in restaurants has significantly increased, with 48% of restaurants offering such options compared to 30% in 2012, highlighting the widespread popularity of plant-based food products. For instance, major fast-food chains like McDonald's and Burger King have already started introducing plant-based options to their menus, as they found it to be the current food trend and we can expect to see more of this in the coming years.

Sustainable and Personalized Packaging on the Rise

Sustainability is becoming a priority across the globe, with 85% of individuals incorporating sustainability into their purchasing habits, according to Ipsos. Companies that disregard sustainable packaging are likely to face retail consequences. The sustainable packaging market is projected to reach \$266.4 billion in 2023, growing at a CAGR of 7.2%, and is expected to reach \$533.9 billion by 2033. Consumers' growing environmental awareness and demand for sustainable alternatives have led to increased adoption of biodegradable, compostable, and recyclable packaging solutions. In 2023, the food and beverage industry is anticipated to hold a 45% market share in the sustainable packaging industry. Additionally, personalized packaging is experiencing significant growth, with Future Market Insights estimating it to double in value, surpassing \$60 billion by 2033.



Ready-to-Drink Beverages (RTD)

The global market for ready-to-drink beverages is expected to expand from \$749.1 billion in 2023 to \$1.1 trillion by 2030, with a CAGR of 6.38%. Consumers have shown a significant appetite for ready-to-drink beverages due to factors such as urbanization and busy lifestyles. The inclusion of functional ingredients, citrus fruits, herbs, and botanicals in these beverages to enhance immunity and promote health has further fueled their demand. Manufacturers have ample opportunities to innovate in the low-sugar, low-calorie, and low-alcohol segments, driving industry growth. Additionally, there is a growing preference for premium products made with high-quality, organic, and natural ingredients, creating a wide market for companies to position their offerings globally.

Significant News

Arkeon converts CO₂ into protein ingredients at new production facility in Austria

Food Ingredients First, July 07, 2023

"Biotech start-up Arkeon has unveiled its 150L pilot production plant using a capital investment of €10 million (US\$11 million) to convert carbon dioxide into functional protein ingredients using gas fermentation and plans to expand its production to full-scale bioreactors with volumes between 800-1,000 square meters."

[Read More >](#)

Pasta Noodles Co. looks to differentiate in RTE with rapid-cook technology

FoodNavigator USA, May 30, 2023

"The Pasta Noodle Company is shaking up the ready-to-eat (RTE) space with a trio of options inspired by classic Italian dishes, created with natural ingredients and ready to eat within two minutes, company founder Paolo Internicola told FoodNavigator-USA"

[Read More >](#)

World's first energy drink entirely powered by A.I. has been developed by HELL ENERGY

Cision, July 03, 2023

"When HELL ENERGY commissioned A.I. to develop a new energy drink tailored to its needs, the artificial intelligence processed a vast amount of information and formulated what it deemed the best recipe. The A.I. not only considered consumer expectations from an energy drink but also prioritized the goal of creating a superior and more enjoyable beverage."

[Read More >](#)

M&A Metrics

Food and Beverage Industry

M&A activity in the Food and Beverage industry remained stable in Q2 2023. The number of M&A transactions recorded in Q2 2023 were 145 same as Q1 2023. The number of sub-\$50 million transactions decreased from 136 in Q1 2023 to 135 in Q2 2023. The number of transactions above \$100 million decreased from 8 in Q1 2023 to 7 in Q2 2023. The total number of M&A transactions decreased 41.2% year on year from 247 in Q2 2022 to 145 in Q2 2023.



M&A Deal Summary Table | Count by Deal Size over Time

Transaction Value	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023
Not Disclosed	226	235	226	242	229	264	203	192	183	126	117	116
Under \$10 MM	39	37	40	34	31	46	40	19	23	20	12	14
\$10 - \$25 MM	16	17	16	11	7	20	4	5	7	5	6	3
\$25 - \$50 MM	9	7	10	12	7	10	7	4	8	11	1	2
\$50 - \$100 MM	5	8	4	5	10	10	7	12	6	5	1	3
\$100 - \$500 MM	12	15	8	16	14	13	9	6	8	14	6	5
\$500 MM+	5	7	9	9	10	11	3	9	5	10	2	2
Total Transactions	312	326	313	329	308	374	273	247	240	191	145	145

Source: FactSet

Industry Metrics

Industry Financial Data and Ratios

NAICs 112519 - Other Aquaculture

Financial Metric	Last 12 Mo	2022	2021
Current Ratio	--	--	8.15
Gross Profit Margin	--	--	81.10%
Net Profit Margin	--	--	21.15%
Accounts Receivable Days	--	--	2.96
Accounts Payable Days	--	--	7.01
Debt-to-Equity Ratio	--	--	0.99
Return on Equity	--	--	122.24%
Sales per Employee	--	--	--
Profit per Employee	--	--	--
Sales Growth	--	--	--
Profit Growth	--	--	--

NAICs 3119 - Other Food Manufacturing

Financial Metric	Last 12 Mo	2022	2021
Current Ratio	2.99	3.06	3.76
Gross Profit Margin	38.29%	36.76%	37.49%
Net Profit Margin	4.00%	4.18%	6.18%
Accounts Receivable Days	36.88	36.51	35.11
Accounts Payable Days	49.74	48.15	46.9
Debt-to-Equity Ratio	2.16	2.23	2.09
Return on Equity	26.04%	26.12%	33.36%
Sales per Employee	\$677,361	\$677,361	\$454,029
Profit per Employee	\$45,539	\$45,539	\$8,793
Sales Growth	16.87%	16.19%	21.51%
Profit Growth	6.51%	-0.19%	14.40%

Source: Profit Cents

NAICs 11511 - Support Activities for Crop Production

Financial Metric	Last 12 Mo	2022	2021
Current Ratio	2.61	2.58	3
Gross Profit Margin	49.91%	48.09%	57.06%
Net Profit Margin	8.15%	8.59%	7.41%
Accounts Receivable Days	50.93	49.64	36.32
Accounts Payable Days	38.45	37.7	36.99
Debt-to-Equity Ratio	2.5	2.49	2.54
Return on Equity	22.08%	27.63%	41.21%
Sales per Employee	--	--	--
Profit per Employee	--	--	--
Sales Growth	18.03%	17.55%	13.81%
Profit Growth	22.06%	17.75%	29.54%

NAICs 3121 - Beverage Manufacturing

Financial Metric	Last 12 Mo	2022	2021
Current Ratio	3.99	4.05	5.06
Gross Profit Margin	60.43%	60.30%	60.95%
Net Profit Margin	-4.60%	-4.41%	2.29%
Accounts Receivable Days	25.79	27.69	26.48
Accounts Payable Days	87.85	88.45	58.88
Debt-to-Equity Ratio	2.21	2.4	2.21
Return on Equity	17.49%	19.39%	36.77%
Sales per Employee	--	--	\$104,842
Profit per Employee	--	--	\$38,950
Sales Growth	13.57%	13.85%	29.05%
Profit Growth	-9.08%	-7.36%	42.87%

Industry Metrics

Industry Financial Data and Ratios

NAICs 4244 - Grocery and Related Product Merchant Wholesalers

Financial Metric	Last 12 Mo	2022	2021
Current Ratio	3.32	3.32	3.39
Gross Profit Margin	20.45%	20.48%	20.72%
Net Profit Margin	3.35%	2.60%	3.59%
Accounts Receivable Days	29.09	28.95	28.91
Accounts Payable Days	35.61	36.78	34.27
Debt-to-Equity Ratio	2.42	2.41	2.72
Return on Equity	36.74%	38.37%	49.85%
Sales per Employee	\$1,320,745	\$1,105,643	\$949,973
Profit per Employee	\$41,375	\$37,681	\$23,753
Sales Growth	15.96%	18.32%	22.02%
Profit Growth	4.21%	6.42%	33.21%

NAICs 4451 - Grocery Stores

Financial Metric	Last 12 Mo	2022	2021
Current Ratio	6.34	5.73	6.07
Gross Profit Margin	24.97%	25.14%	23.37%
Net Profit Margin	4.15%	4.02%	4.76%
Accounts Receivable Days	1.82	2.2	1.65
Accounts Payable Days	9.19	10.14	8.97
Debt-to-Equity Ratio	3.18	2.92	3.21
Return on Equity	38.72%	37.70%	52.65%
Sales per Employee	\$311,136	\$241,362	\$258,404
Profit per Employee	\$7,243	\$6,174	\$8,284
Sales Growth	11.18%	10.64%	13.80%
Profit Growth	15.80%	14.09%	24.24%

NAICs 7225 - Restaurants and Other Eating Places

Financial Metric	Last 12 Mo	2022	2021
Current Ratio	4.46	4.4	4.87
Gross Profit Margin	62.11%	62.21%	62.73%
Net Profit Margin	5.17%	5.49%	11.37%
Accounts Receivable Days	0.57	0.61	0.46
Accounts Payable Days	15.55	15.23	13.42
Debt-to-Equity Ratio	2.82	2.76	2.81
Return on Equity	46.51%	46.81%	78.68%
Sales per Employee	\$79,636	\$82,713	\$74,945
Profit per Employee	\$2,383	\$2,676	\$10,648
Sales Growth	12.18%	12.10%	33.89%
Profit Growth	-12.54%	-11.76%	59.39%

Source: Profit Cents



Transaction Highlights

Notable Transactions



In June 2023, Seoul-based private equity investment firm **Keystone Partners** has secured management control of **Hansung Green Factory Co.**, the country's leading individual quick freezing (IQF) food provider. According to sources on Thursday, Keystone Partners signed an agreement to acquire an 80 percent stake in Hansung Green Factory, including common shares and convertible bonds, for 40 billion won (\$30.7 million).



In June 2023, **Mitsui & Co., Ltd.** (TSE:8031) agreed to acquire 70% stake in **Nutrinova Netherlands B.V.** from Celanese Corporation (NYSE:CE) for \$473 million on June 22, 2023. Post this acquisition Nutrinova Netherlands B.V. will become Mitsui's equity method affiliate and remaining 30% will hold by Celanese. Nutrinova Netherlands B.V. generated \$171 million revenue and \$46 million EBITDA for the year ended 2022.



In May 2023, **Edita Food Industries Company** (S.A.E), a consumer goods company with a presence in Egypt and the Middle East, agreed to acquire **Fancy Foods S.A.E.** for EGP 380 million (\$12.3 million) on May 29, 2023. The board of Edita Food Industries Company has unanimously approved the deal on May 29, 2023. The transaction is subject to approval of General Authority for Investment and Free Zones, the Financial Regulatory Authority and the Egyptian Stock Exchange.



In April 2023, **Leprino Foods Company**, the world's largest manufacturer of mozzarella cheese and a leading supplier of dairy ingredients, announced it has acquired 100% ownership of **Glanbia Cheese** from its joint venture partner, Glanbia plc. for an undisclosed amount. The full ownership stake is effective immediately and, following a transition period post-completion, the Glanbia Cheese business will be renamed Leprino Foods UK Limited and Leprino Foods EU Limited.



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Select M&A Transactions

Date	Target Name	Acquirer Name	Enterprise Value (MM)	Revenue	EBITDA
06/30/23	Pmq, Inc. /Pmq Pizza Brand/	WTWH Media LLC	NA	NA	NA
06/27/23	Food Brands Group Ltd /6 Coffee Brands/	CCL Products (India) Ltd.	685.36	NA	NA
06/21/23	Farmer Brothers Co/Ship Business/	TreeHouse Foods, Inc.	100.00	NA	NA
06/19/23	Tri-State Cos.	Batory Foods, Inc.	NA	NA	NA
06/14/23	Carnigest Srl	Sugar Creek Packing Co. (Ohio)	NA	NA	NA
06/08/23	Bently Heritage Estate Distillery	Foley Family Wines, Inc.	NA	NA	NA
06/07/23	The Appalachian Mountain Brewery, Inc.	Appalachian Mountain Brewery, Inc. /Private Group/	NA	NA	NA
06/05/23	Blue Apron Holdings, Inc. /Production & Fulfillment Bus/	FreshRealm LLC	53.50	NA	NA
06/01/23	Wendys Co. /25 Restaurants/	Meritage Hospitality Group, Inc.	NA	NA	NA
05/24/23	Fishers Island Lemonade	E. & J. Gallo Winery (Deutschland) GmbH	NA	NA	NA
05/18/23	Raymond Consumer Care Ltd. /FMCG Business/	Godrej Consumer Products Ltd.	345.48	76.07	NA
05/15/23	Marley Spoon SE	468 SPAC II SE	146.23	421.70	-12.05
05/10/23	Texas Food Solutions LLC	Aurora Management Partners LLC; Universal Pure LLC	NA	NA	NA
05/01/23	Pmq, Inc. /Pmq Pizza Brand/	WTWH Media LLC	NA	NA	NA
04/27/23	Food Brands Group Ltd /6 Coffee Brands/	CCL Products (India) Ltd.	NA	NA	NA
04/25/23	Farmer Brothers Co/Ship Business/	TreeHouse Foods, Inc.	685.36	NA	NA
04/19/23	Tri-State Cos.	Batory Foods, Inc.	100.00	NA	NA
(\$ in millions) Source: Factset					



Public Companies

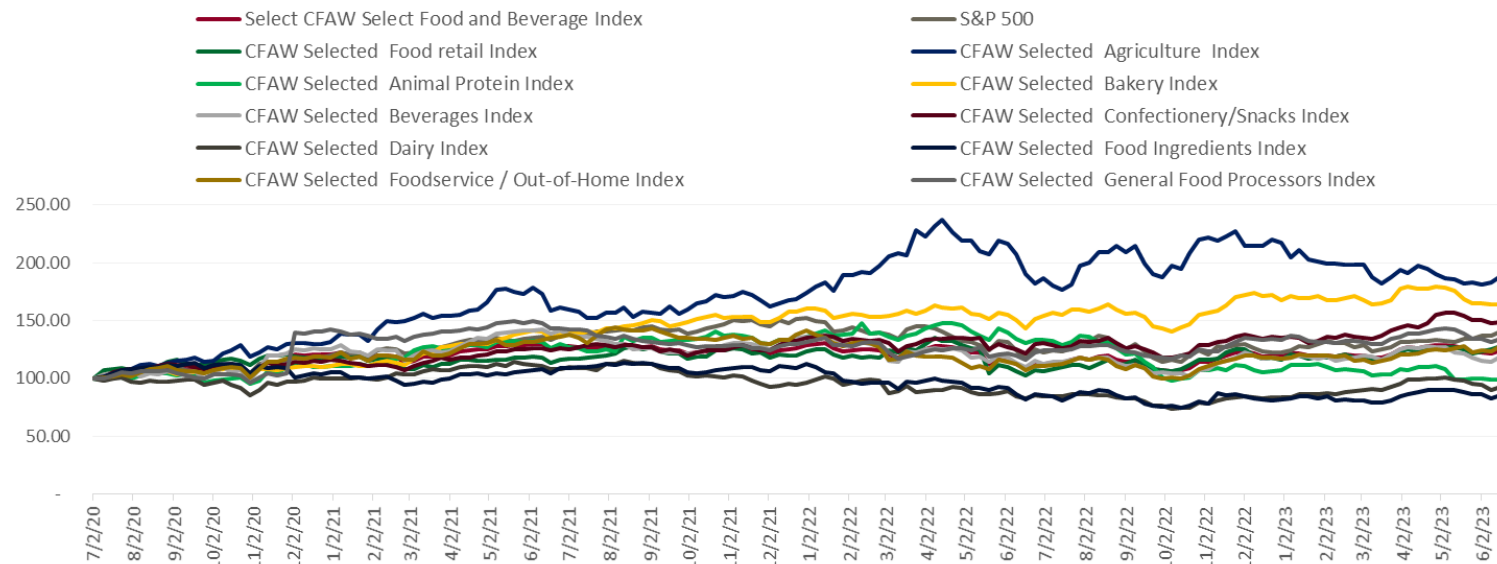
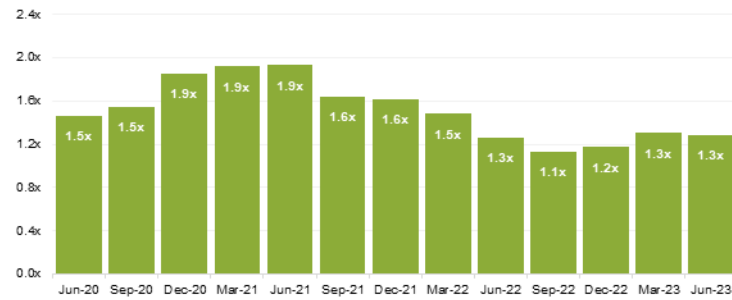
Industry Performance

CFAW Select Food and Beverage Index

CFAW Select Food and Beverage Index | Median EBITDA Multiples



CFAW Select Food and Beverage Index | Median Revenue Multiples

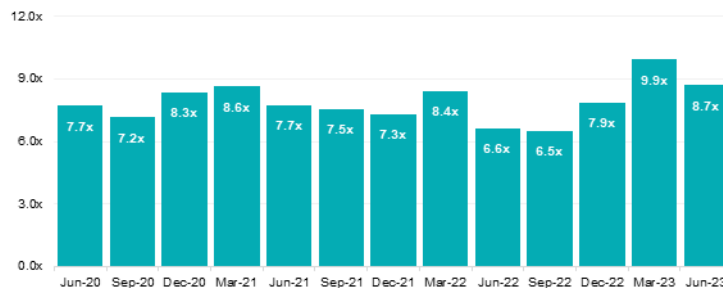


Source: FactSet

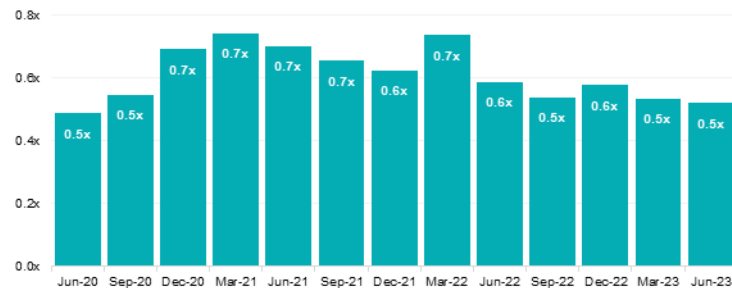
Public Comparables

Agriculture

Agriculture | Median EBITDA Multiples



Agriculture | Median Revenue Multiples



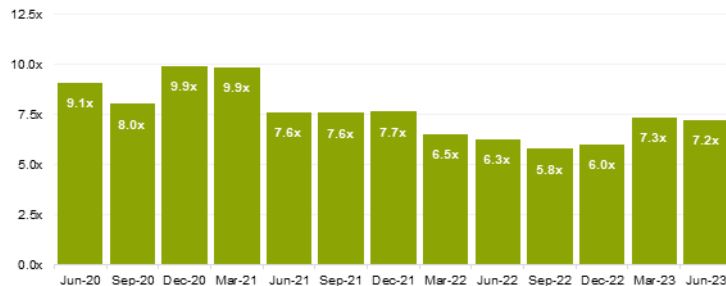
Company \$USD in Millions	Share Price	Shares O/S	Market Cap	Enterprise Value	Revenues (LTM)	EBITDA (LTM)	Enterprise Value /	
							Revenues	EBITDA
Adecoagro S.A.	\$9.36	108	\$1,008	\$2,258	\$1,262	\$148	1.8x	15.2x
Archer-Daniels-Midland Company	\$75.56	536	\$40,508	\$45,478	\$99,926	\$4,605	0.5x	9.9x
Bunge Limited	\$94.35	151	\$14,213	\$19,414	\$63,791	\$2,644	0.3x	7.3x
Deoleo, S.A.	\$0.27	500	\$137	\$508	\$870	\$45	0.6x	11.4x
ForFarmers NV	\$3.00	89	\$268	\$390	\$3,476	\$63	0.1x	6.2x
Fresh Del Monte Produce Inc.	\$25.71	48	\$1,237	\$1,817	\$4,380	\$270	0.4x	6.7x
Mission Produce, Inc.	\$12.12	71	\$858	\$1,125	\$986	\$60	1.1x	18.7x
NWF Group plc	\$3.46	49	\$171	\$188	\$1,265	\$42	0.1x	4.4x
SIPEF group	\$61.86	11	\$654	\$684	\$497	\$173	1.4x	3.9x
Vilmorin & Cie SA	\$68.30	23	\$1,565	\$2,985	\$1,815	\$398	1.6x	7.5x
Mean				\$7,485	\$17,827	\$845	0.8x	9.1x
Median				\$1,471	\$1,540	\$161	0.5x	7.4x

Source: FactSet

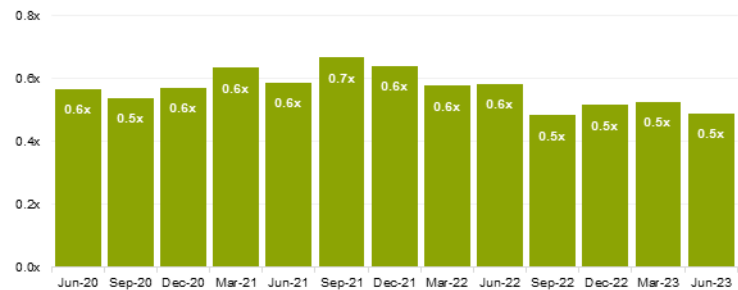
Public Comparables

Animal Protein

Animal Protein | Median EBITDA Multiples



Animal Protein | Median Revenue Multiples



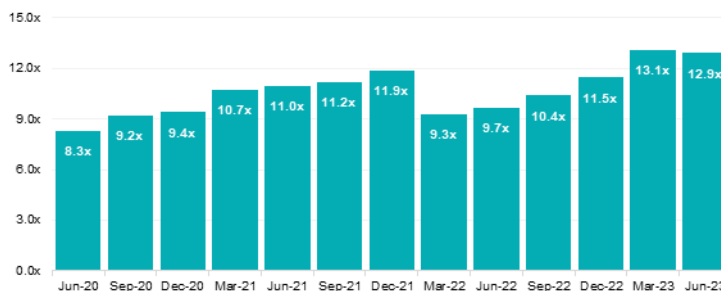
Company \$USD in Millions	Share Price	Shares O/S	Market Cap	Enterprise Value	Revenues (LTM)	EBITDA (LTM)	Enterprise Value /	
							Revenues	EBITDA
Bell Food Group Ltd.	\$284.47	6	\$1,788	\$2,735	\$4,719	\$351	0.6x	7.8x
Cal-Maine Foods, Inc.	\$45.00	44	\$1,988	\$1,555	\$3,146	\$1,036	0.5x	1.5x
Cranswick plc	\$41.27	54	\$2,223	\$2,341	\$2,795	\$246	0.8x	9.5x
HKScan Oyj Class A	\$0.84	94	\$78	\$527	\$1,905	\$95	0.3x	5.5x
Mowi ASA	\$15.89	517	\$8,215	\$10,668	\$5,563	\$1,500	1.9x	7.1x
Pilgrim's Pride Corporation	\$21.49	237	\$5,089	\$8,311	\$17,069	\$836	0.5x	9.9x
Seaboard Corporation	\$3,560.72	1	\$4,133	\$4,400	\$10,453	\$548	0.4x	8.0x
LDC SA	\$126.56	18	\$2,232	\$2,017	\$5,934	\$473	0.3x	4.3x
Tyson Foods, Inc. Class A	\$51.04	286	\$14,574	\$26,535	\$53,270	\$2,695	0.5x	9.8x
Mean				\$6,566	\$11,651	\$865	0.7x	7.1x
Median				\$2,735	\$5,563	\$548	0.5x	7.8x

Source: FactSet

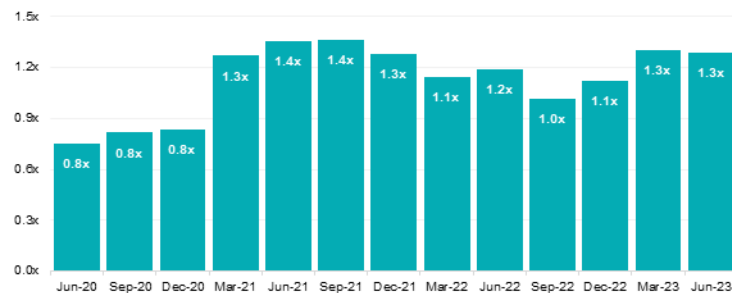
Public Comparables

Bakery

Bakery | Median EBITDA Multiples



Bakery | Median Revenue Multiples



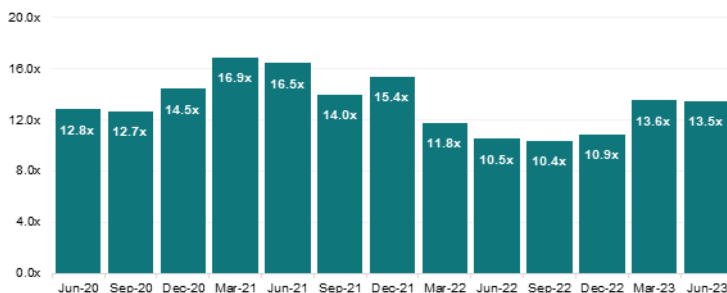
Company \$USD in Millions	Share Price	Shares O/S	Market Cap	Enterprise Value	Revenues (LTM)	EBITDA (LTM)	Enterprise Value /	
							Revenues	EBITDA
Aryzta AG	\$1.66	993	\$1,647	\$2,638	\$2,050	\$204	1.3x	12.9x
Bakkavor Group PLC	\$1.21	579	\$700	\$1,152	\$2,635	\$191	0.4x	6.0x
Finsbury Food Group plc	\$1.19	130	\$155	\$185	\$470	\$37	0.4x	5.0x
Flowers Foods, Inc.	\$24.88	211	\$5,258	\$6,607	\$5,003	\$492	1.3x	13.4x
George Weston Limited	\$118.36	137	\$16,237	\$36,031	\$43,804	\$5,935	0.8x	6.1x
Hostess Brands, Inc. Class A	\$25.32	133	\$3,364	\$4,259	\$1,383	\$300	3.1x	14.2x
Lotus Bakeries NV	\$7,931.57	1	\$6,472	\$6,679	\$1,006	\$183	6.6x	36.5x
Mean				\$8,222	\$8,050	\$1,049	2.0x	13.4x
Median				\$4,259	\$2,050	\$204	1.3x	12.9x

Source: FactSet

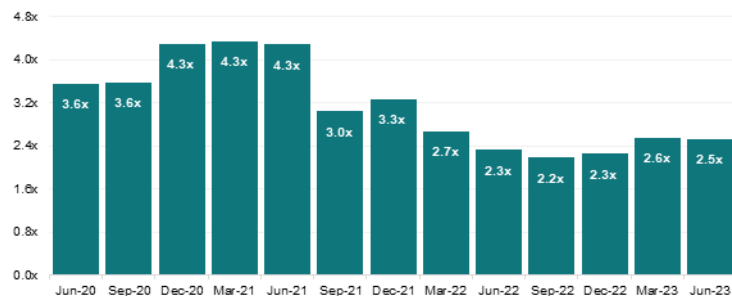
Public Comparables

Beverages

Beverages | Median EBITDA Multiples



Beverages | Median Revenue Multiples



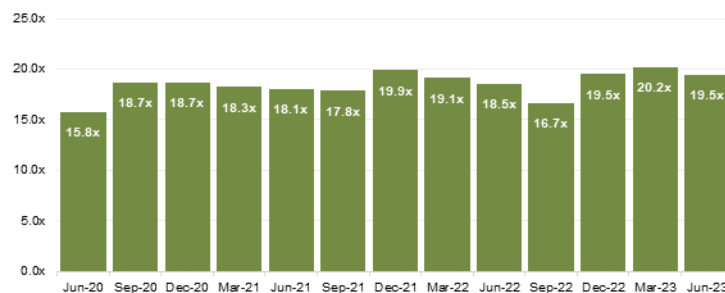
Company [*] \$USD in Millions	Share Price	Shares O/S	Market Cap	Enterprise Value	Revenues (LTM)	EBITDA (LTM)	Enterprise Value /	
							Revenues	EBITDA
Anheuser-Busch InBev SA/NV	\$56.55	1,737	\$98,232	\$197,636	\$59,043	\$19,501	3.3x	10.1x
Boston Beer Company, Inc. Class A	\$308.44	10	\$3,136	\$3,614	\$2,057	\$211	1.8x	17.2x
Carlsberg AS Class B	\$159.78	104	\$16,563	\$25,034	\$10,200	\$2,132	2.5x	11.7x
Coca-Cola Consolidated, Inc.	\$636.02	8	\$5,323	\$6,274	\$6,512	\$984	1.0x	6.4x
Constellation Brands, Inc. Class A	\$246.13	183	\$45,116	\$57,593	\$9,605	\$3,417	6.0x	16.9x
Diageo plc	\$42.96	2,247	\$96,535	\$117,547	\$20,583	\$7,024	5.7x	16.7x
Heineken NV	\$102.75	576	\$59,184	\$80,259	\$31,114	\$6,129	2.6x	13.1x
Lucas Bols NV	\$11.40	15	\$171	\$241	\$105	\$17	2.3x	13.9x
Primo Water Corporation	\$12.54	159	\$1,999	\$3,656	\$2,261	\$402	1.6x	9.1x
Remy Cointreau SA	\$160.32	51	\$8,153	\$8,666	\$1,610	\$498	5.4x	17.4x
Mean				\$50,052	\$14,309	\$4,032	3.2x	13.2x
Median				\$16,850	\$8,058	\$1,558	2.5x	13.5x

Source: FactSet

Public Comparables

Confectionery/Snacks

Confectionery/Snacks | Median EBITDA Multiples



Confectionery/Snacks | Median Revenue Multiples



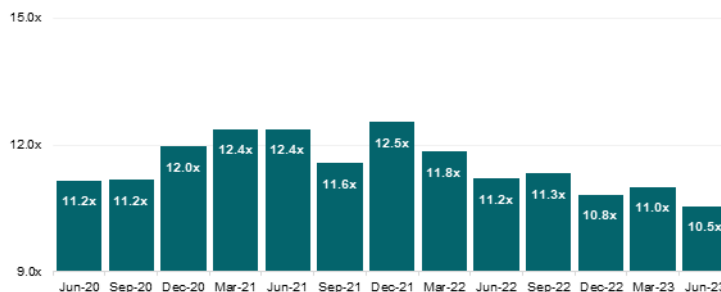
Company \$USD in Millions	Share Price	Shares O/S	Market Cap	Enterprise Value	Revenues (LTM)	EBITDA (LTM)	Enterprise Value /	
							Revenues	EBITDA
ASTARTA HOLDING PLC	\$7.38	25	\$185	\$322-	-	-		
Barry Callebaut AG	\$1,930.36	5	\$10,595	\$12,264	\$8,624	\$961	1.4x	12.8x
Chocoladefabriken Lindt & Spruengli AG	\$124,070.87	0	\$16,715	\$29,961	\$5,393	\$1,153	5.6x	26.0x
Cloetta AB Class B	\$1.82	283	\$514	\$743	\$726	\$90	1.0x	8.2x
Hershey Company	\$249.70	150	\$37,419	\$55,883	\$10,858	\$2,812	5.1x	19.9x
Mondelez International, Inc. Class A	\$72.94	1,360	\$99,229	\$119,468	\$34,131	\$5,892	3.5x	20.3x
Simply Good Foods Co	\$36.59	100	\$3,642	\$3,941	\$1,196	\$219	3.3x	18.0x
Tootsie Roll Industries, Inc.	\$35.41	40	\$1,434	\$2,378	\$725	\$109	3.3x	21.9x
UTZ Brands, Inc. Class A	\$16.36	81	\$1,327	\$3,037	\$1,432	\$157	2.1x	19.3x
Zakłady Przemysłu Cukierniczego Wawel S.A.	\$140.29	1	\$210	\$130-	-	-		
Mean				\$22,813	\$7,886	\$1,424	3.2x	18.3x
Median				\$3,489	\$3,413	\$590	3.3x	19.6x

Source: FactSet

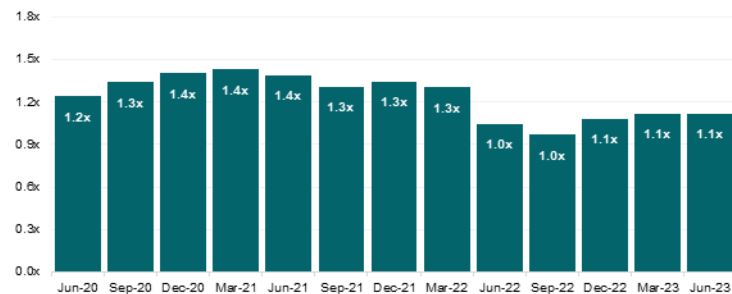
Public Comparables

Dairy

Dairy | Median EBITDA Multiples



Dairy | Median Revenue Multiples



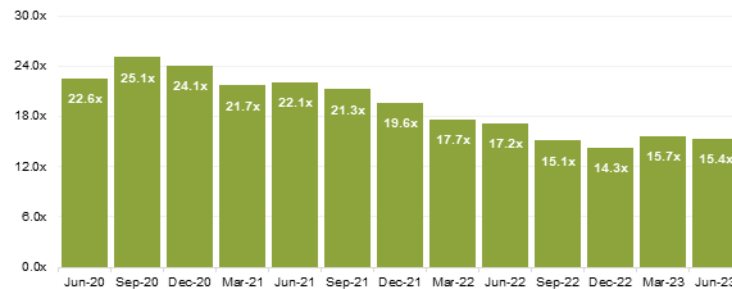
Company \$USD in Millions	Share Price	Shares O/S	Market Cap	Enterprise Value	Revenues (LTM)	EBITDA (LTM)	Enterprise Value /	
							Revenues	EBITDA
Danone SA	\$61.25	678	\$41,513	\$51,603	\$29,746	\$5,499	1.7x	9.4x
Emmi AG	\$964.62	5	\$5,161	\$5,822	\$4,598	\$447	1.3x	13.0x
Glanbia Plc	\$14.95	266	\$3,968	\$4,548	\$5,623	\$443	0.8x	10.3x
Kri-Kri Milk Industry SA	\$8.68	33	\$287	\$297	\$195	\$17	1.5x	17.7x
Saputo Inc.	\$22.43	423	\$9,480	\$12,275	\$13,230	\$1,184	0.9x	10.4x
Savencia SA	\$63.50	14	\$891	\$1,644	\$6,885	\$450	0.2x	3.7x
UNIBEL SA	\$1,080.09	2	\$2,510	\$3,565	\$3,871	\$388	0.9x	9.2x
Mean				\$11,393	\$9,164	\$1,204	1.1x	10.5x
Median				\$4,548	\$5,623	\$447	0.9x	10.3x

Source: FactSet

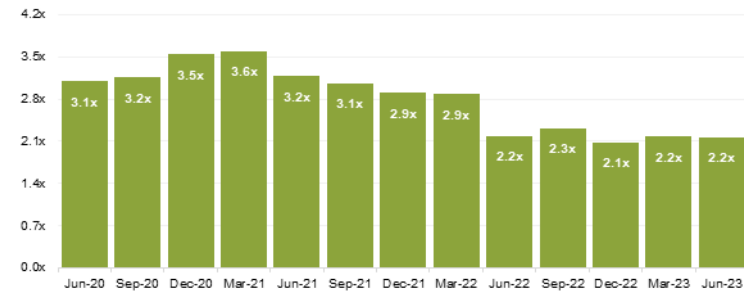
Public Comparables

Food Ingredients

Food Ingredients | Median EBITDA Multiples



Food Ingredients | Median Revenue Multiples



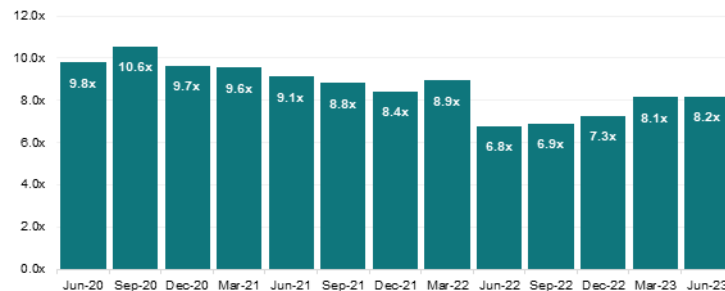
Company \$USD in Millions	Share Price	Shares O/S	Market Cap	Enterprise Value	Revenues (LTM)	EBITDA (LTM)	Enterprise Value /	
							Revenues	EBITDA
Corbion NV	\$23.85	59	\$1,413	\$2,250	\$1,577	\$194	1.4x	11.6x
Ingredion Incorporated	\$105.95	66	\$7,008	\$9,259	\$8,344	\$1,132	1.1x	8.2x
Kerry Group Plc Class A	\$97.51	177	\$17,271	\$19,643	\$9,219	\$1,279	2.1x	15.4x
McCormick & Company, Incorporated	\$87.23	251	\$21,903	\$28,162	\$6,516	\$1,177	4.3x	23.9x
Symrise AG	\$104.76	140	\$14,642	\$17,356	\$5,013	\$845	3.5x	20.6x
Whole Earth Brands Inc Class A	\$4.02	43	\$172	\$604	\$539	\$38	1.1x	15.8x
Givaudan SA Unsponsored ADR	\$66.28	462	\$30,603	\$36,432	\$7,461	\$1,501	4.9x	24.3x
Darling Ingredients Inc	\$63.79	159	\$10,174	\$14,889	\$7,037	\$1,061	2.1x	14.0x
Chr. Hansen Holding A/S Sponsored ADR	\$17.35	527	\$9,150	\$10,179	\$1,358	\$477	7.5x	21.4x
Mean				\$15,419	\$5,230	\$856	3.1x	17.2x
Median				\$14,889	\$6,516	\$1,061	2.1x	15.8x

Source: FactSet

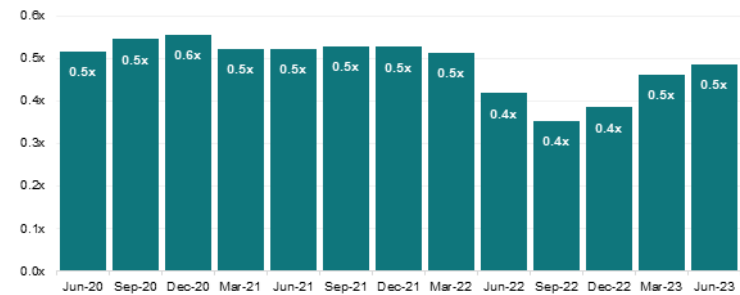
Public Comparables

Food retail

Food retail | Median EBITDA Multiples



Food retail | Median Revenue Multiples



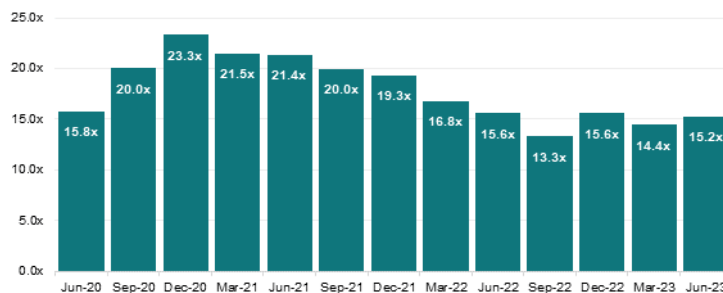
Company \$USD in Millions	Share	Shares	Market	Enterprise	Revenues	EBITDA	Enterprise Value /	
	Price	O/S	Cap	Value	(LTM)	(LTM)	Revenues	EBITDA
Albertsons Companies, Inc. Class A	\$21.82	576	\$12,561	\$26,840	\$78,390	\$4,733	0.3x	5.7x
Alimentation Couche-Tard Inc.	\$51.34	977	\$50,165	\$58,781	\$71,857	\$5,704	0.8x	10.3x
Carrefour SA	\$18.93	720	\$13,632	\$32,538	\$88,704	\$4,682	0.4x	6.9x
Etablissements Franz Colruyt N.V.	\$37.26	134	\$4,995	\$5,795	\$10,331	\$525	0.6x	11.0x
Performance Food Group Co	\$60.24	156	\$9,409	\$14,039	\$57,255	\$1,263	0.2x	11.1x
Koninklijke Ahold Delhaize N.V.	\$34.10	976	\$33,275	\$48,833	\$93,534	\$6,874	0.5x	7.1x
Kroger Co.	\$47.00	718	\$33,734	\$50,384	\$148,823	\$8,240	0.3x	6.1x
METRO AG	\$8.12	363	\$2,947	\$6,484	\$32,302	\$573	0.2x	11.3x
Tesco PLC	\$3.16	7126	\$22,504	\$35,791	\$79,690	\$5,235	0.4x	6.8x
Walmart Inc.	\$157.18	2693	\$423,260	\$483,613	\$630,794	\$37,228	0.8x	13.0x
Mean				\$76,310	\$129,168	\$7,506	0.5x	8.9x
Median				\$34,164	\$79,040	\$4,984	0.4x	8.7x

Source: FactSet

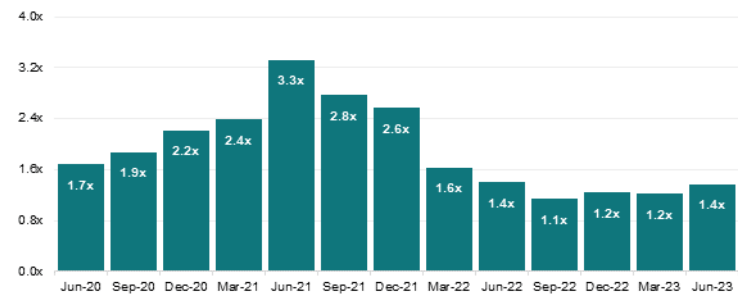
Public Comparables

Foodservice / Out-of-Home

Foodservice / Out-of-Home | Median EBITDA Multiples



Foodservice / Out-of-Home | Median Revenue Multiples



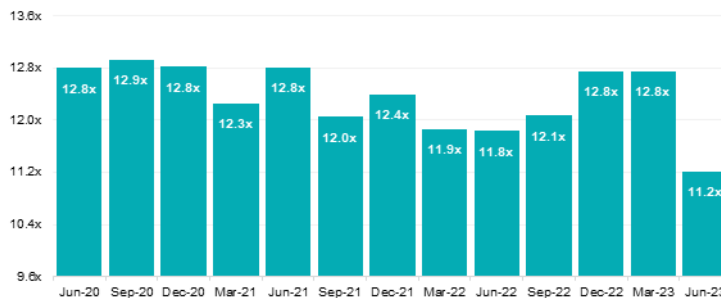
Company \$USD in Millions	Share Price	Shares O/S	Market Cap	Enterprise Value	Revenues (LTM)	EBITDA (LTM)	Enterprise Value /	
							Revenues	EBITDA
AmRest Holdings SE	\$5.66	220	\$1,243	\$2,588	\$2,566	\$381	1.0x	6.8x
Autogrill S.p.A.	\$7.21	385	\$2,775	\$4,631	\$4,689	\$488	1.0x	9.5x
Compass Group PLC	\$28.00	1724	\$48,257	\$51,594	\$35,705	\$3,237	1.4x	15.9x
Domino's Pizza, Inc.	\$336.99	35	\$11,826	\$16,635	\$4,510	\$859	3.7x	19.4x
Just Eat Takeaway.com N.V.	\$15.31	220	\$3,368	\$4,184	\$5,613	(\$23)	0.7x	NM
Mitchells & Butlers plc	\$2.60	597	\$1,551	\$3,637	\$2,805	\$422	1.3x	8.6x
Papa John's International, Inc.	\$73.83	33	\$2,417	\$3,369	\$2,078	\$202	1.6x	16.7x
Sligro Food Group N.V.	\$17.19	44	\$761	\$1,227	\$2,883	\$118	0.4x	10.4x
Wendy's Company	\$21.75	209	\$4,552	\$7,989	\$2,159	\$540	3.7x	14.8x
Yum! Brands, Inc.	\$138.55	280	\$38,823	\$50,481	\$6,991	\$2,393	7.2x	21.1x
Mean				\$14,633	\$7,000	\$862	2.2x	13.7x
Median				\$4,408	\$3,696	\$455	1.4x	14.8x

Source: FactSet

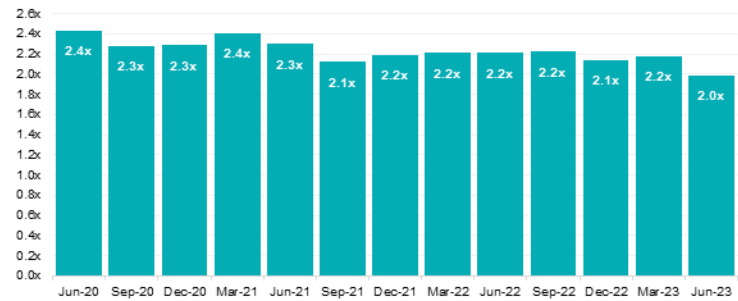
Public Comparables

General Food Processors

General Food Processors | Median EBITDA Multiples



General Food Processors | Median Revenue Multiples



Company \$USD in Millions	Share Price	Shares O/S	Market Cap	Enterprise Value	Revenues (LTM)	EBITDA (LTM)	Enterprise Value /	
							Revenues	EBITDA
Associated British Foods plc	\$25.31	769	\$19,455	\$23,038	\$22,629	\$2,442	1.0x	9.4x
Campbell Soup Company	\$45.71	298	\$13,626	\$18,449	\$9,276	\$1,646	2.0x	11.2x
Greenyard NV	\$7.16	52	\$369	\$908	\$4,878	\$143	0.2x	6.3x
JDE Peet's NV	\$29.74	503	\$14,952	\$19,079	\$8,619	\$1,464	2.2x	13.0x
Kellogg Company	\$67.40	342	\$23,074	\$30,352	\$15,873	\$2,380	1.9x	12.8x
Kraft Heinz Company	\$35.50	1228	\$43,604	\$62,843	\$27,096	\$5,946	2.3x	10.6x
Lamb Weston Holdings, Inc.	\$114.95	146	\$16,760	\$20,058	\$5,351	\$1,059	3.7x	18.9x
Orkla ASA	\$7.20	1001	\$7,207	\$9,499	\$6,233	\$968	1.5x	9.8x
Raisio Plc Class V	\$2.23	129	\$288	\$312	\$231	\$34	1.4x	9.2x
Unilever PLC	\$52.09	2517	\$131,099	\$160,475	\$63,695	\$12,029	2.5x	13.3x
General Mills, Inc.	\$76.70	581	\$44,577	\$56,602	\$20,094	\$3,913	2.8x	14.5x
Mean				\$36,510	\$16,725	\$2,911	2.0x	11.7x
Median				\$20,058	\$9,276	\$1,646	2.0x	11.2x

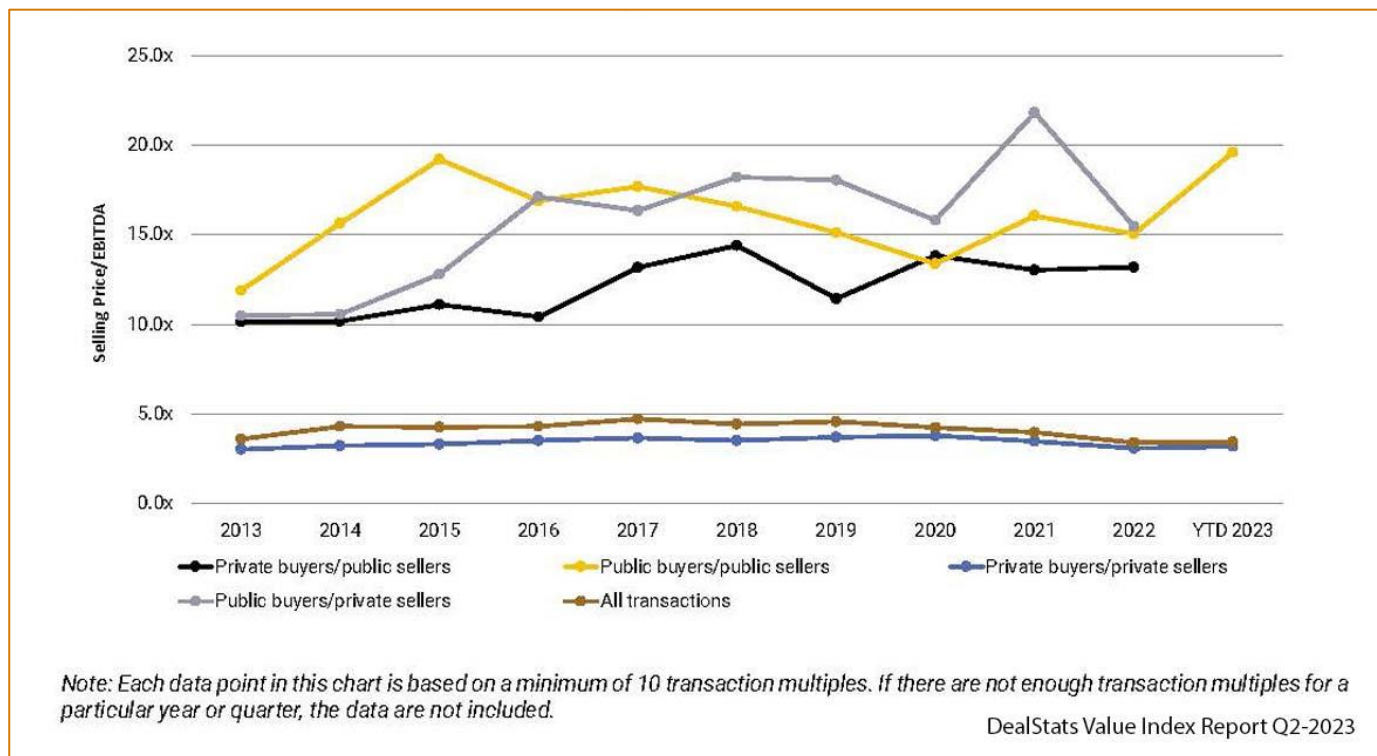
Source: FactSet

Public Vs. Private Comparables

Valuation Premiums Can Be Considerable

Regardless of industry, publicly traded companies often trade at premium valuations to privately held companies. This is reflected in M&A transactions and can lead to unrealistic value expectations for some business owners. The chart below illustrates this variance and shows that the variance has been both long term and growing.

Transactions between private buyer and private seller tend to be small by comparison and thus do not benefit from a “size” premium that is associated with transactions in general. While this chart does not breakout private equity transactions, our analysis indicates those transactions usually fall between public and private and move closer to public as size increases.





CFA Overview

About CFA

Who We Are / What We Do

Corporate Finance Associates (CFA) is an independent international investment banking firm serving middle-market businesses. For over 60 years Corporate Finance Associates has been advocating on behalf of business owners who are restructuring a company, either through divestiture, merger, acquisition or recapitalization. Combining the knowledge and leverage of a larger bank with the customer focused detail of a boutique firm, from inception to completion, our senior principals provide hands-on expertise to clients buying, selling or recapitalizing a business.

This Food and Beverage Industry Practice Group was established to draw on the experience of CFA advisors, many of whom as former business owners and CEOs, have first-hand knowledge and have completed many transactions in this industry. Working with your local CFA representative, you can be sure that the collective wealth of knowledge is available to every CFA client.



Sell-Side Advisory

Whether as a divestiture strategy or a recapitalization strategy selling all or part of a business requires equal parts creative thinking, critical analysis, expert advice, sound planning and flawless execution. Having the right team of investment banking professionals working for you is critical to ensure success.



Capital Markets

Our commitment to remaining independent from any investment or lending affiliates ensures that we deliver unbiased guidance. It also promotes maximum competition among lending sources, helping to fully leverage value for our clients. Our role is to help you raise the type of capital that best fits your needs.



Buy-Side Advisory

Growth through acquisition is a complex process. It involves strategy, planning, critical analysis, coordination and negotiation. When you want to take advantage of the fast growth offered by a consolidation or roll-up, CFA's broad reach, sources of financing and efficient closings can help you achieve your business growth goals.



Financial Advisory

Now that you have made the decision to raise capital for your business, choosing the right investment banker is critical. Whether you are buying out a partner, financing an acquisition or seeking growth capital, CFA is the right choice to help you achieve your financing goals.



Exit Planning

Every business will ultimately undergo a transfer via sale or merger, a charitable donation, a transfer to a child or relative or even bankruptcy, liquidation or death. Every ownership transfer carries with it a unique set of consequences and the best consequences usually begin with a clearly defined exit plan.



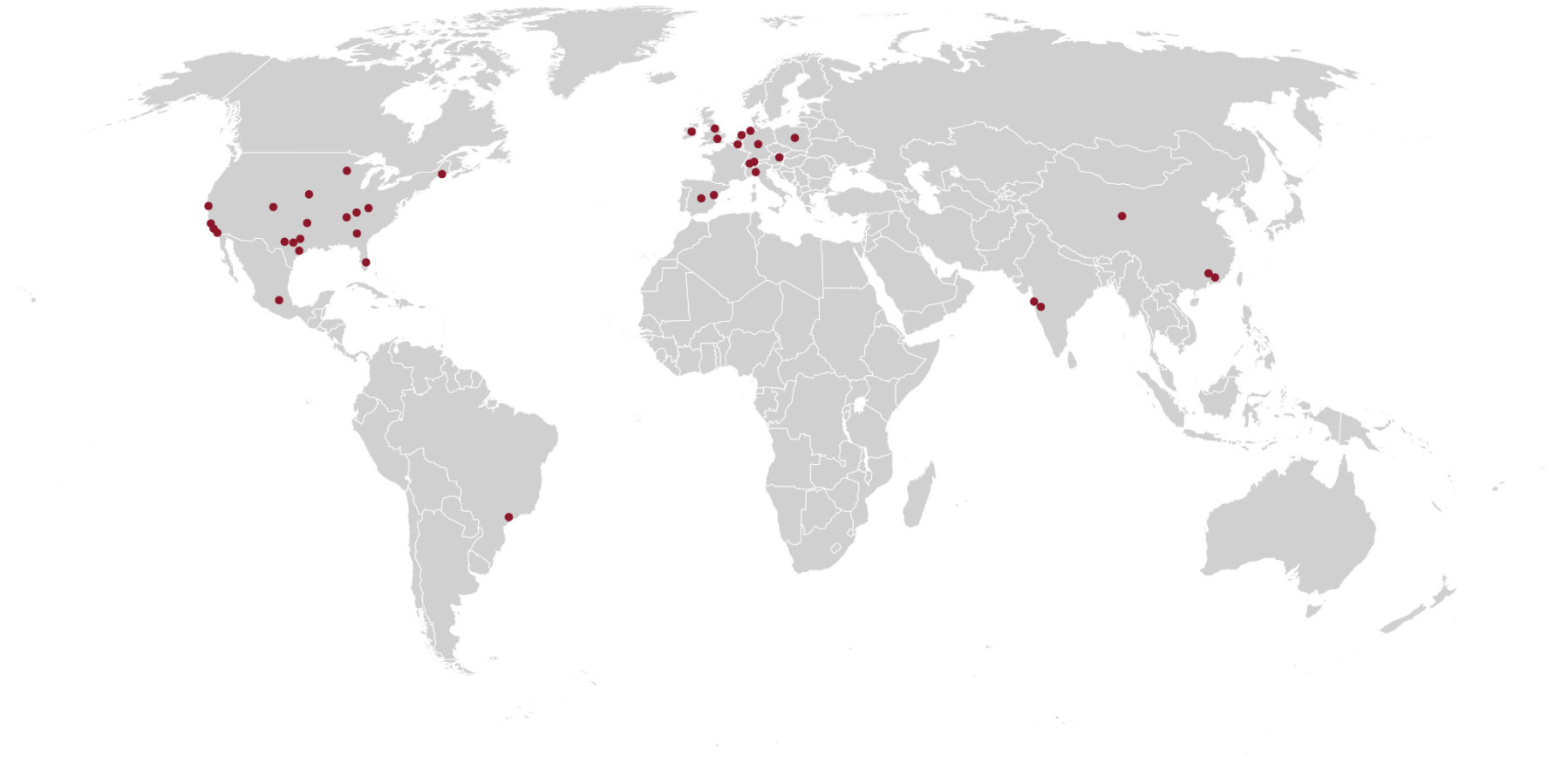
Business Valuation

"What is my business worth" is a question we often hear from business owners contemplating a business sale, merger or recapitalization. Answering this question depends on many factors, including the business valuation methods that are employed in the calculation.

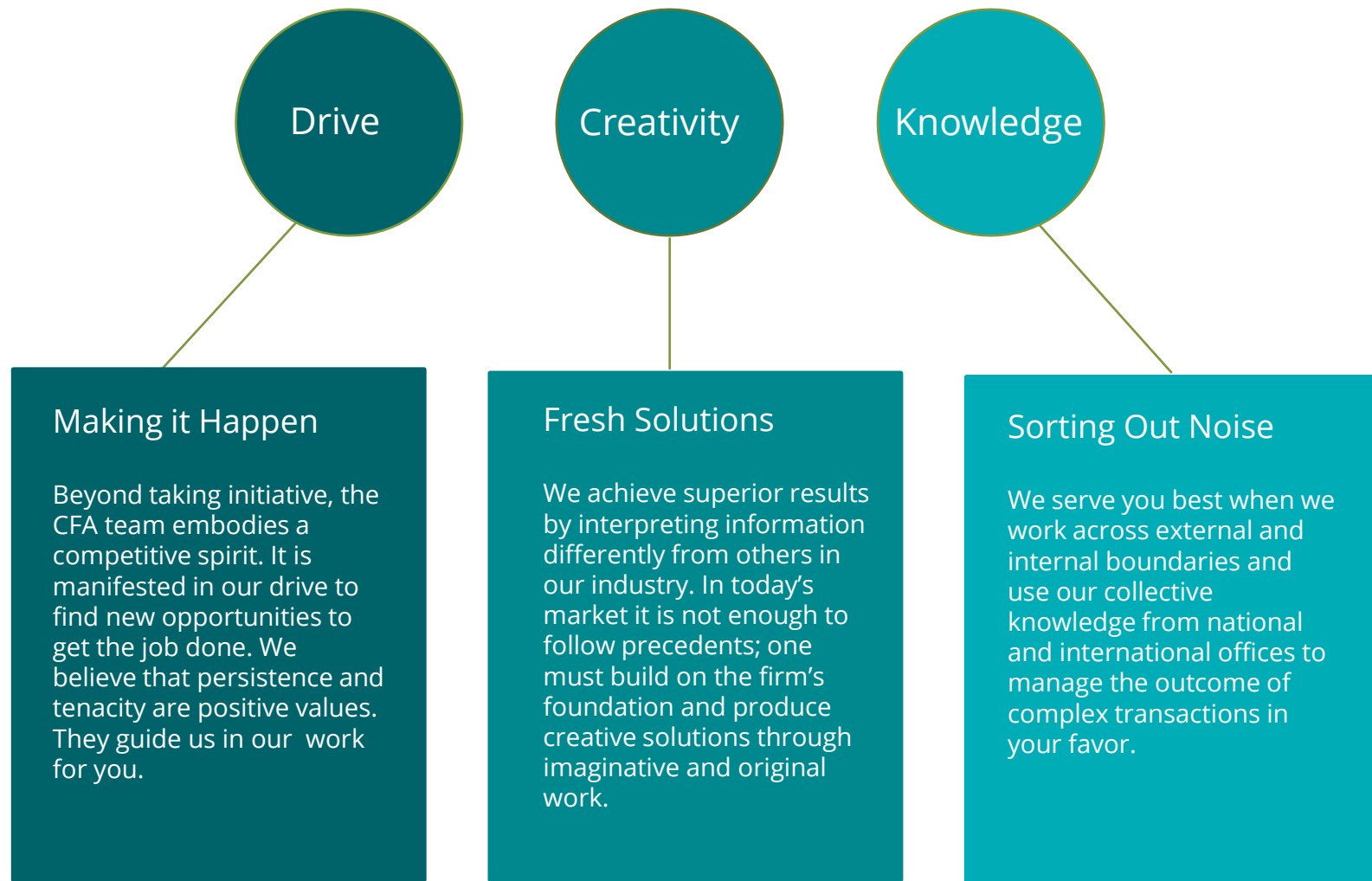
Local Service, Global Reach

Where We Are

With offices across the USA and in Austria, Belgium, Brazil, Germany, Hong Kong, India, Ireland, Italy, Mexico, Netherlands, Poland, Spain, Switzerland and the United Kingdom providing middle-market companies with a wide range of M&A, financial advisory services and access to capital resources.

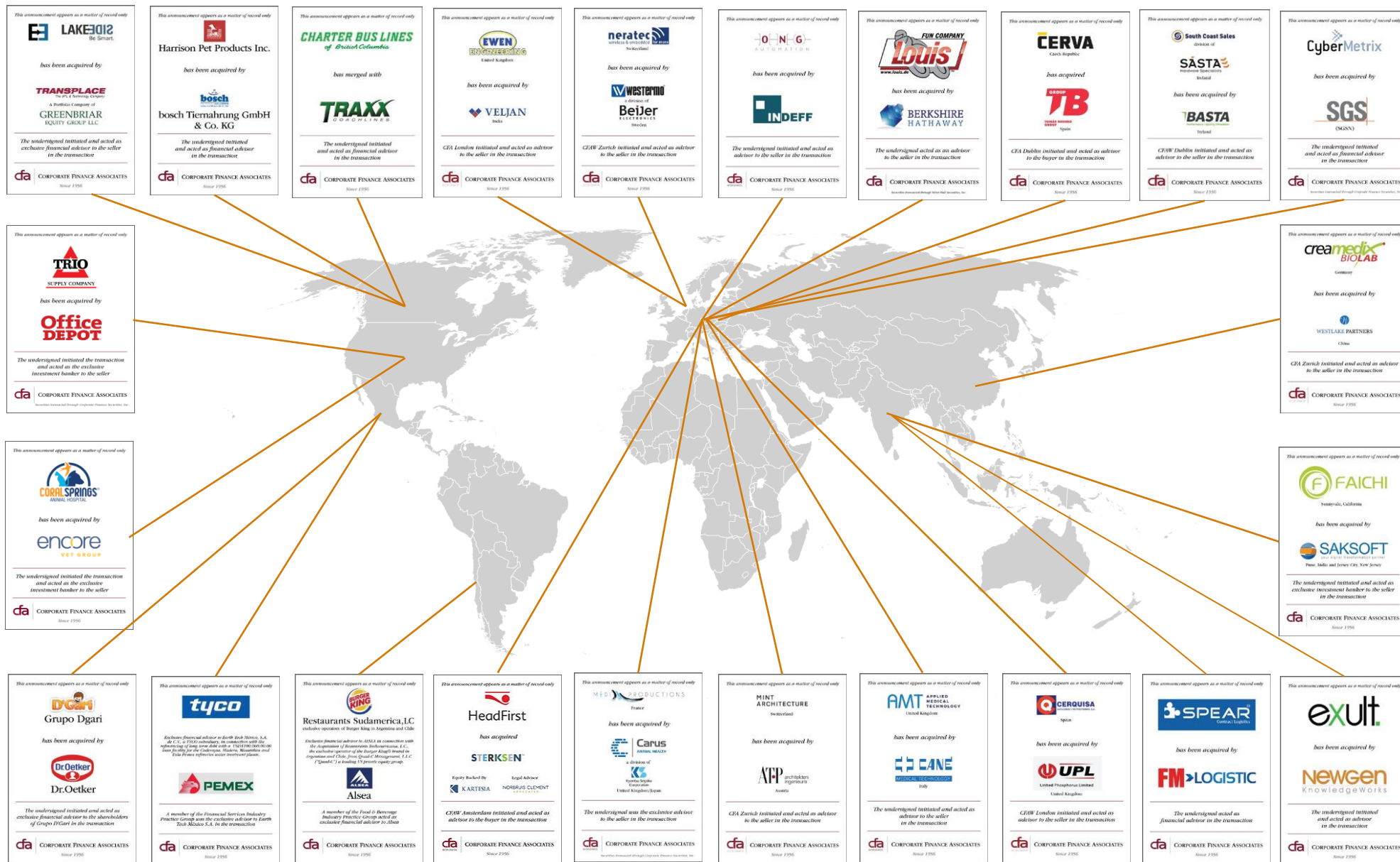


Delivering Results



Founded in 1956 • 70 Managing Directors • 37 Offices Worldwide • Billions in M&A Transactions

Worldwide Transactions



Industry Practice Groups

Food and Beverage



The Food and Beverage practice group is comprised of accomplished dealmakers with extensive experience in advising both public and private companies in the industry. These dealmakers offer expert service in acquisitions, divestitures, financing, and strategic planning to a wide range of companies operating in multiple subsectors including:

- Food Ingredients
- Animal Protein
- Dairy
- Bakery
- General Food Processors
- Confectionery/Snacks
- Beverages
- Food retail
- Foodservice / Out-of-Home
- Agriculture

Whether you want to acquire, merge, sell, or finance, let CFA's industry knowledge, international resources and proven dealmaking skills work for you. We research, identify, qualify, advocate, negotiate and help steer you through the mine fields of due diligence to maximize your value and secure your objective.

Aerospace/Defense/Government
Agriculture
Animal Health
Business Services
Commercial Real Estate
Consumer Retail
Energy
Engineering/Construction
Financial Services & FinTech
Food/Beverage
Healthcare/Life Sciences
Industrials
Metal Fabrication
Print/Packaging
Semiconductors
Technology/Media/Telecom
Transportation/Logistics/Supply Chain
Wholesale Distribution

Recent Industry Transactions

This announcement appears as a matter of record only

notables

A Division of MinMor Industries

has been acquired by



The undersigned initiated the transaction and acted as the exclusive investment banking advisor to the seller

cfa | CORPORATE FINANCE ASSOCIATES
WORLDWIDE

This announcement appears as a matter of record only

NH Holdings



has been acquired by



The undersigned initiated the transaction and acted as the exclusive investment banker to the seller

cfa | CORPORATE FINANCE ASSOCIATES
Securities transacted through Corporate Finance Securities, Inc.

This announcement appears as a matter of record only



has been acquired by



The undersigned initiated and acted as the exclusive investment banker to the seller in the transaction

cfa | CORPORATE FINANCE ASSOCIATES
Securities transacted through Silver Oak Securities, Inc.
Silver Oak Securities, Inc. and Corporate Finance Associates are member entities.

This announcement appears as a matter of record only

SPYHOUSE
COFFEE ROASTERS

has been acquired by



The undersigned initiated the transaction and acted as the exclusive investment banker to the seller

cfa | CORPORATE FINANCE ASSOCIATES
Securities transacted through Corporate Finance Securities, Inc.

This announcement appears as a matter of record only

GUARDION
HEALTH SCIENCES
(NASDAQ: GHSI)

has acquired

Viactiv
Activ Nutritional, LLC

The undersigned initiated, structured and negotiated the transaction on behalf of the acquirer

cfa | CORPORATE FINANCE ASSOCIATES
Securities transacted through Corporate Finance Securities, Inc.

This announcement appears as a matter of record only



has acquired



CFAW Amsterdam initiated and acted as advisor to the buyer in the transaction

cfa | CORPORATE FINANCE ASSOCIATES
WORLDWIDE
Since 1956

This announcement appears as a matter of record only

Chiabia

has been acquired by



The undersigned initiated and acted as advisor to the sellers in the transaction

cfa | CORPORATE FINANCE ASSOCIATES
WORLDWIDE
Since 1956

This announcement appears as a matter of record only



has been acquired by

Flying D Enterprises
Omaha, Nebraska

The undersigned acted as the exclusive investment banker for the seller in the transaction

cfa | CORPORATE FINANCE ASSOCIATES
Securities transacted through Silver Oak Securities, Inc.

This announcement appears as a matter of record only

SOMEX
... INNOVATION

has been acquired by



The undersigned initiated and acted as advisor to the Somex Innovation in the transaction

cfa | CORPORATE FINANCE ASSOCIATES
WORLDWIDE
Since 1956

This announcement appears as a matter of record only



has been acquired by



The undersigned initiated and acted as financial advisor in the transaction

cfa | CORPORATE FINANCE ASSOCIATES
Since 1956

Recent Industry Transactions

This announcement appears as a matter of record only



has acquired



The undersigned initiated the transaction and acted as the exclusive investment banker to the buyer



CORPORATE FINANCE ASSOCIATES

Securities transacted through Corporate Finance Securities, Inc.

This announcement appears as a matter of record only



Chicagoland Equipment & Supply Inc.

has been acquired by



Cooper Management, LLC

The undersigned initiated and acted as financial advisor in the transaction



CORPORATE FINANCE ASSOCIATES

Securities transacted through Corporate Finance Securities, Inc.

This announcement appears as a matter of record only



has received an investment from



Azalea Capital

The undersigned initiated and acted as advisor to the seller in the transaction



CORPORATE FINANCE ASSOCIATES

Securities transacted through Corporate Finance Securities, Inc.

This announcement appears as a matter of record only



Harrison Pet Products Inc.

has been acquired by



bosch Tiernahrung GmbH & Co. KG

The undersigned initiated and acted as financial advisor in the transaction



CORPORATE FINANCE ASSOCIATES

Since 1956

This announcement appears as a matter of record only

Fishco

has obtained financing from



Royal Bank of Canada

The undersigned initiated and acted as advisor in the transaction



CORPORATE FINANCE ASSOCIATES

Since 1956

This announcement appears as a matter of record only



Prime Select Seafoods

has been acquired by

Northern Fish Alaska LLC

The undersigned initiated and acted as financial advisor in the transaction



CORPORATE FINANCE ASSOCIATES

Since 1956

This announcement appears as a matter of record only



Restaurants Sudamerica, LC
exclusive operators of Burger King in Argentina and Chile

Exclusive financial advisor to ALSEA in connection with the Acquisition of Restaurants Sudamericana, L.C., the exclusive operator of the Burger King® brand in Argentina and Chile, from Quad-C Management, L.L.C. ("Quad-C") a leading US private equity group.



Alsea

A member of the Food & Beverage Industry Practice Group acted as exclusive financial advisor to Alsea



CORPORATE FINANCE ASSOCIATES

Since 1956

This announcement appears as a matter of record only



Ireland

Has Been Financed By

Equity Fund

Ireland

CFAW Dublin initiated and acted as Financial advisor in the transaction



CORPORATE FINANCE ASSOCIATES

Since 1956

This announcement appears as a matter of record only



P&L Foods Inc.

has been acquired by

Stuart Acquisition Corp.

The undersigned initiated and acted as advisor in the transaction



CORPORATE FINANCE ASSOCIATES

Since 1956

This announcement appears as a matter of record only



AMCO Foods

Exclusive financial advisor to Amco Foods, S.A. de C.V. in connection with the sale of the Quizz®, Quizz Light®, Quizz Light Styles® and certain strategic Assets to Grupo Bimbo, S.A.B. de C.V. (BMV: BIMBO) - the world's largest baking company.



A member of the Food and Beverage Industry Practice Group was the exclusive advisor to AMCO Foods in the transaction

















CORPORATE FINANCE ASSOCIATES

Since 1956



CORPORATE FINANCE ASSOCIATES

Recent Industry Transactions

<p><i>This announcement appears as a matter of record only</i></p>  <p>has been acquired by</p>  <p><i>The undersigned initiated the transaction and acted as the exclusive investment banking advisor to the seller</i></p> <p>cfa CORPORATE FINANCE ASSOCIATES <small>Securities transacted through Corporate Finance Securities, Inc.</small></p>	<p><i>This announcement appears as a matter of record only</i></p>  <p>Acted as exclusive financial advisor and provided a Fairness Opinion to the Board of Directors of Kerry, Inc., a global leading company in the food ingredients company, regarding certain potential acquisitions in México.</p> <p>A member of the Food and Beverage Industry Practice Group was the exclusive advisor to Kerry in the transaction</p> <p>cfa CORPORATE FINANCE ASSOCIATES <small>Since 1956</small></p>	<p><i>This announcement appears as a matter of record only</i></p>  <p>AMCO International</p> <p><i>Exclusive financial advisor to the founders and shareholders of AMCO Internacional, a highly specialized distribution of aroma chemicals, essential oils, and food ingredients, in connection with the sale of 100% of its stock to Brenntag AG (BNR: GR), the global market leader in chemical distribution.</i></p>  <p>Brenntag AG (BNR: GR)</p> <p>A Member of the Industrials Industry Practice Group was the exclusive financial advisor to the shareholders of AMOCO in the transaction</p> <p>cfa CORPORATE FINANCE ASSOCIATES <small>Since 1956</small></p>	<p><i>This announcement appears as a matter of record only</i></p>  <p>California Pizza Kitchen</p> <p><i>Acted as exclusive financial advisor and provided a Fairness Opinion to the Board of Directors of Alsea in connection with the acquisition of California Pizza Kitchen® operations in México.</i></p>  <p>Alsea</p> <p>A Member of the Food and Beverage Industry Practice Group was the exclusive financial advisor to Alsea</p> <p>cfa CORPORATE FINANCE ASSOCIATES <small>Since 1956</small></p>	<p><i>This announcement appears as a matter of record only</i></p>  <p>Dominalco, S.A. exclusive operators of Domino's Pizza in Colombia</p> <p><i>Exclusive financial advisor to Alsea in connection with the acquisition of Dominalco, S.A. - the exclusive operator of the Domino's Pizza® brand and restaurants in Colombia.</i></p>  <p>Alsea</p> <p>A member of the Food & Beverage Industry Practice Group was the exclusive financial advisor to Alsea</p> <p>cfa CORPORATE FINANCE ASSOCIATES <small>Since 1956</small></p>
<p><i>This announcement appears as a matter of record only</i></p>  <p>has been acquired by</p>  <p><i>CFA London initiated and acted as advisor to the seller in the transaction</i></p> <p>cfa CORPORATE FINANCE ASSOCIATES <small>Since 1956</small></p>	<p><i>This announcement appears as a matter of record only</i></p>  <p>Precision, Inc. Pella, Iowa</p> <p>has acquired</p>  <p><i>The undersigned initiated and acted as the investment banker for the acquirer in the transaction</i></p> <p>cfa CORPORATE FINANCE ASSOCIATES <small>Securities transacted through Silver Oak Securities, Inc.</small></p>	<p><i>This announcement appears as a matter of record only</i></p>  <p>Igloo's Frozen Drinks</p> <p>Has Been Acquired By</p> <p>May Family</p> <p><i>The undersigned initiated and acted as advisor in the transaction</i></p> <p>cfa CORPORATE FINANCE ASSOCIATES <small>Since 1956</small></p>	<p><i>This announcement appears as a matter of record only</i></p> <p>Western Franchise Development</p> <p>Has Been Acquired By</p>  <p>Red Robin International</p> <p><i>The undersigned initiated and acted as advisor in the transaction</i></p> <p>cfa CORPORATE FINANCE ASSOCIATES <small>Since 1956</small></p>	<p><i>This announcement appears as a matter of record only</i></p>  <p>MiMama's Tortillas, Inc.</p> <p>Has Been Acquired By</p> <p>Private Investors</p> <p><i>The undersigned initiated and acted as advisor in the transaction</i></p> <p>cfa CORPORATE FINANCE ASSOCIATES <small>Since 1956</small></p>