

FOOD & BEVERAGE M&A PULSE

FOURTH QUARTER 2023



Q4'23

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Food & Beverage Coverage Team

ABOUT PMCF

PMCF is an investment bank focused exclusively on middle market transactions with professionals in Chicago, Detroit, Denver, and across the globe through Corporate Finance International™ affiliates. Offering a depth of advisory services, PMCF helps clients worldwide meet their sale, acquisition, financing, and strategic growth objectives. Additional information on PMCF can be found by visiting our website, pmcf.com.

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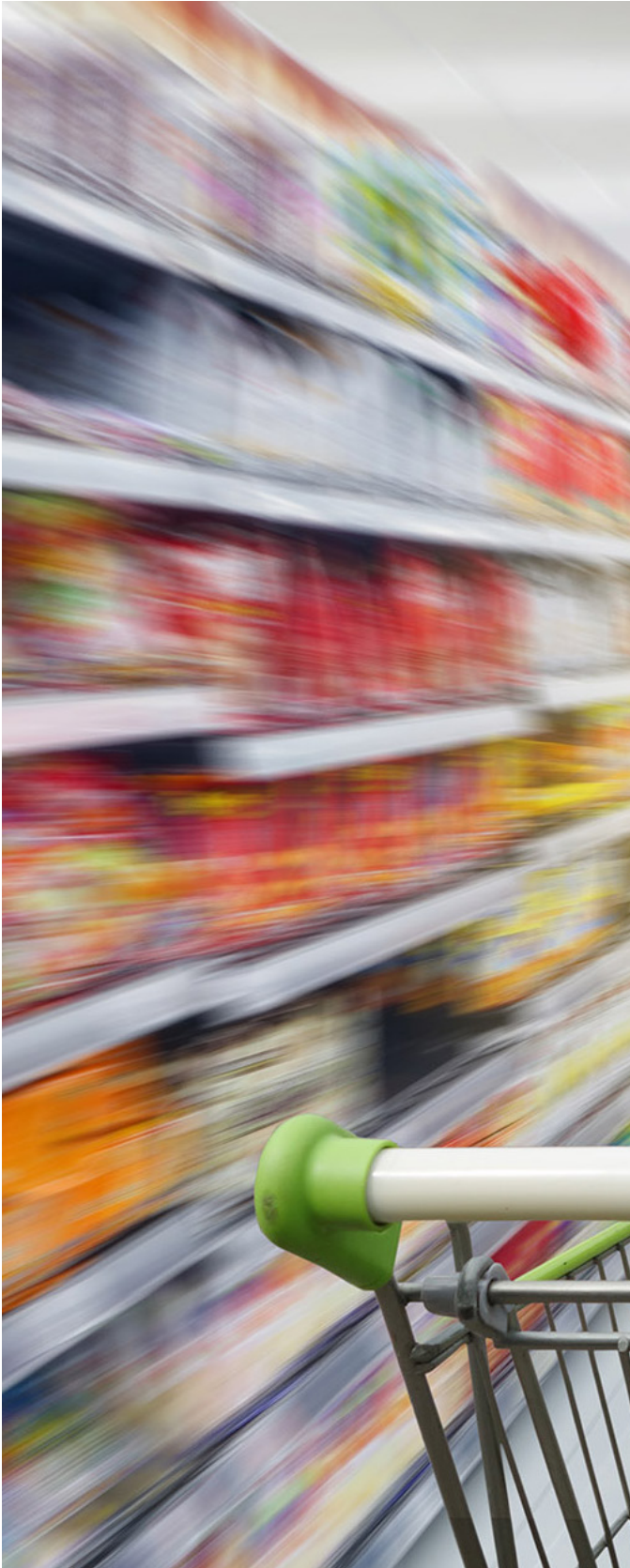


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SELECT PMCF FOOD & BEVERAGE TRANSACTIONS

<p><i>Contract Food Manufacturer</i></p> <p>has been acquired by</p> <p><i>Food & Beverage Private Equity Fund</i></p>	 <p>has been acquired by</p> 	 <p>has been acquired by</p> 	<p><i>La Guadalupe</i> <small>Assured Quality Since 1965</small></p> <p>has been acquired by</p>  <p>in conjunction with the acquisition & merger of</p> 	 <p>has been acquired by</p> 
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What We're Discussing with Clients



1

M&A activity is expected to rebound this year given stabilized or reduced financing costs and an improving economic outlook motivating lenders to re-engage in transactions. Nearly half of the member bank economists in the American Banking Association's Economic Advisory Committee expect lending availability to improve in the next six months, sending the Business Credit Index to its highest level in nearly two years. Credit quality is still under the microscope, but the improved Index signals a positive shift in lender sentiment.

2

The Q4 2023 pickup in M&A activity and valuation momentum is anticipated to continue through 2024, driven by pent-up buyer demand and a growing supply of companies considering a sale transaction. Elevated transaction activity may force buyers to exercise greater discipline in their investment approach. However, sellers who take the time to prepare ahead may be better positioned to navigate the transaction process more effectively.

3

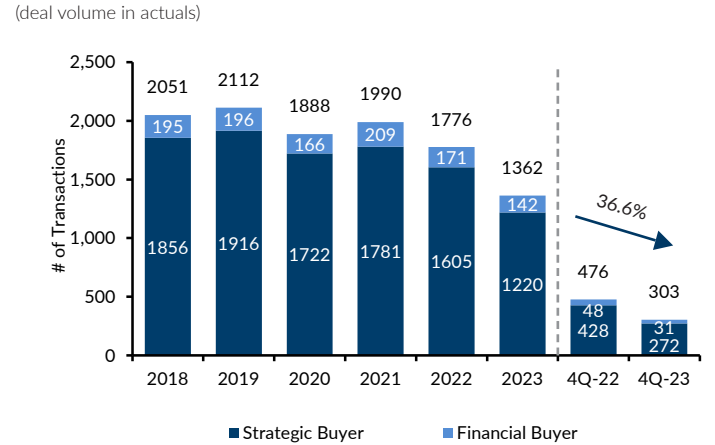
A sale process typically spans seven to nine months. Before engaging in the sale process, sellers should consider engaging a qualified investment banker to evaluate transaction readiness, highlight valuation opportunities and proactively address any areas of potential concern.

Q4 2023 M&A Market Summary

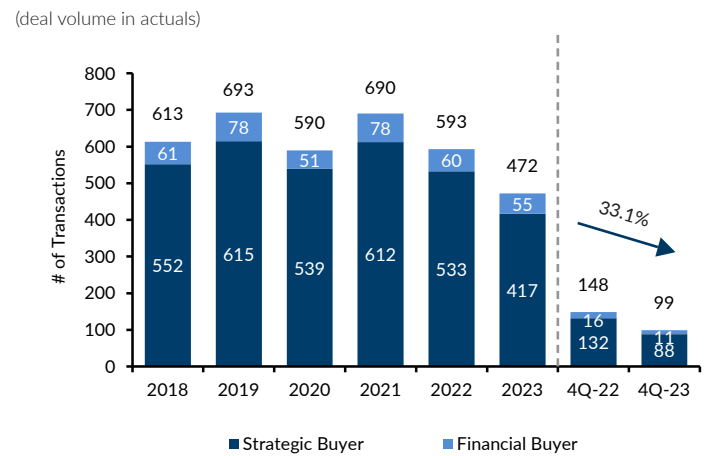
Food & Beverage M&A Quarterly Update

- Global Food and Beverage M&A activity experienced a 36.6% decline in Q4-23 transactions, relative to the prior year's quarter. However, transactions remained flat compared to the previous quarter.
- U.S. Food & Beverage M&A deal activity also dipped in Q4-23 to 99 transactions, representing a 33.1% decrease from the 148 deals in Q4-22. Food and Beverage Manufacturing represented 51.5% of transactions and experienced a 9.8% increase from Q3-23.
- With inflation expected to subside and interest rates decreasing, the Food & Beverage industry is poised to rebound from the challenges faced by a lack of consumer spending and inflationary pressures.
- 2023 witnessed a notable decline in transactions with most deals representing private equity portfolio add-ons and strategic acquirer "bolt-on" transactions. This trend will continue in 2024 alongside an increase in private equity platform deals and larger, transformational strategic deals.
- Private equity has reached record-high fundraising amounts over the past 2 years with \$1.4 trillion in dry powder that has yet to be deployed. Strategic buyers have spent the year focused on paying down debt. Coming into a more M&A friendly environment, strategic buyers will have their eyes set on increasing activity.

GLOBAL F&B M&A ACTIVITY⁽¹⁾

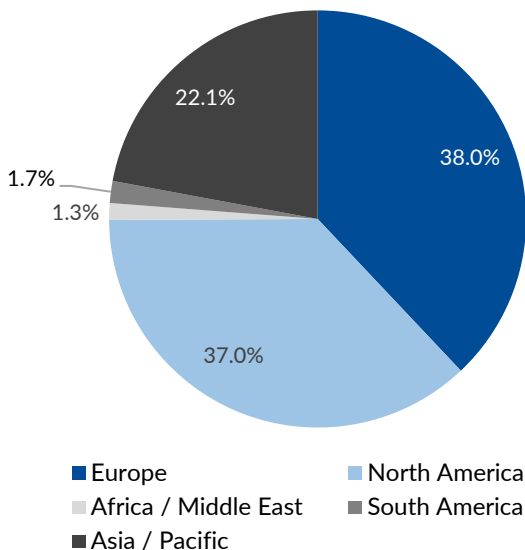


U.S. F&B M&A ACTIVITY⁽¹⁾



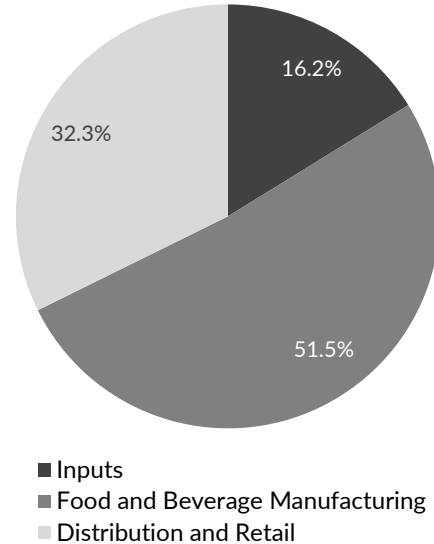
F&B M&A ACTIVITY BY REGION - GLOBAL⁽¹⁾

(Q4-2023)



F&B M&A ACTIVITY BY SEGMENT - U.S.⁽¹⁾

(Q4-2023)



Source: S&P Capital IQ Data.

¹⁾ Transactions with no reported enterprise value ("EV") and transactions with reported EV up to \$500M.

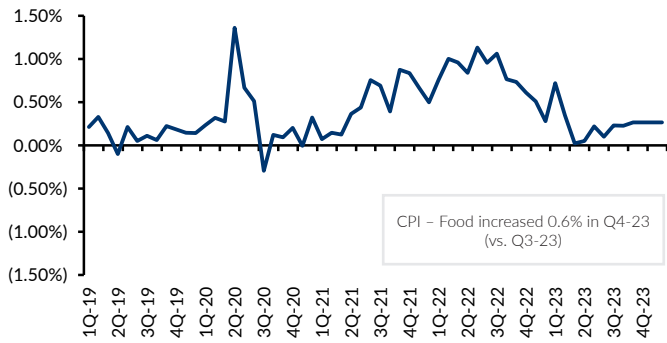
Macroeconomic Trends & Signals



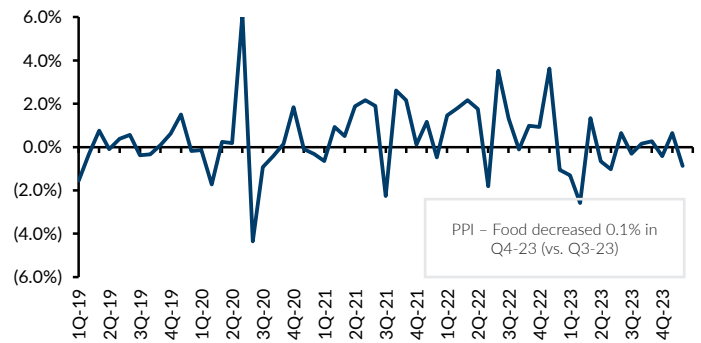
INFLATION DATA

(month-over-month % change)

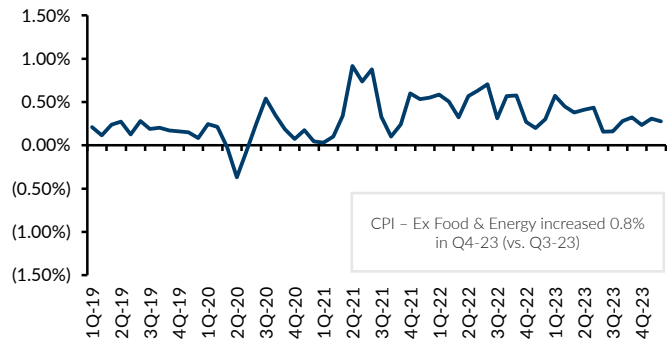
CPI – FOOD



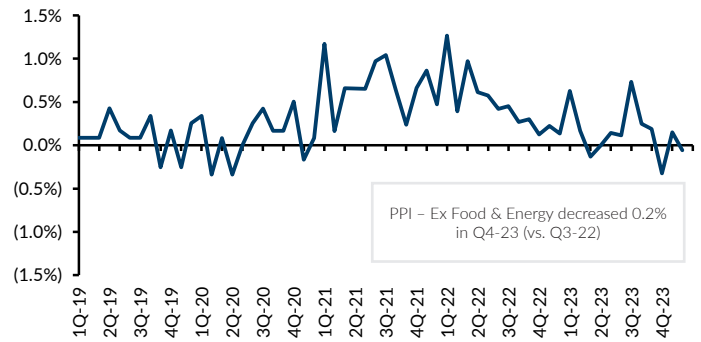
PPI – FOOD



CPI – EX FOOD & ENERGY

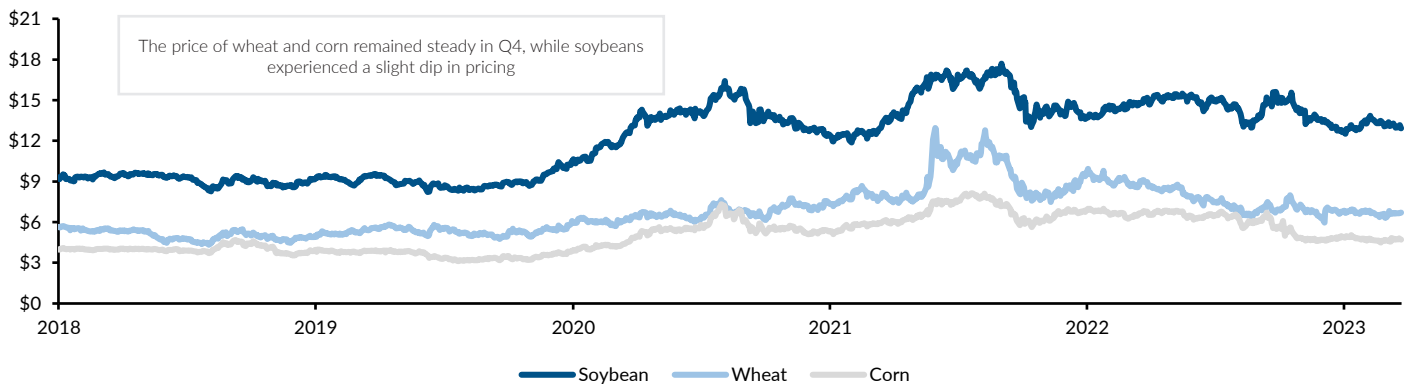


PPI – EX FOOD & ENERGY



AGRI-COMMODITIES DATA

(\$ in bushels)



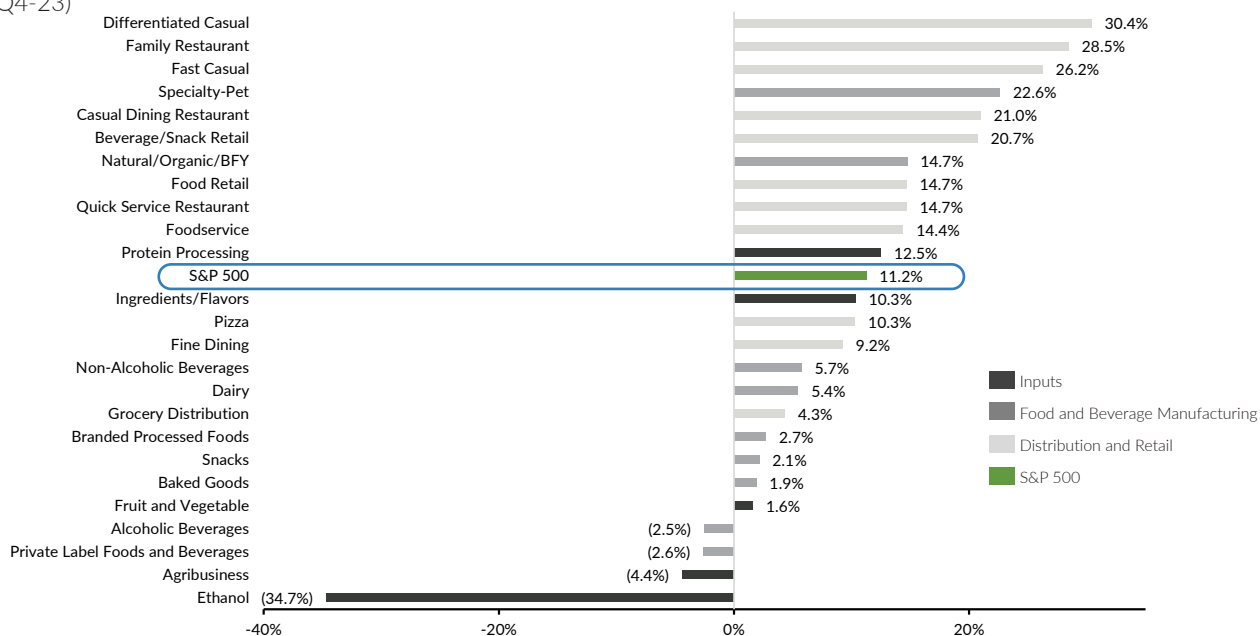
Source: BLS, Federal Reserve Bank of St. Louis, Macro Trends, and S&P Global.

Key Food & Beverage Trading Statistics

Industry & Segment	Stock Price % Change		EV/EBITDA % Change		Current Valuation Stats			Net Debt/		
	3 Month	1 Year	3 Month	1 Year	Fwd PE	TTM PE	EV/EBITDA	TTM EBITDA		
Inputs	Agribusiness	(4.4%)	(12.6%)	(4.3%)	(7.9%)	11.2x	11.7x	6.3x	1.0x	
	Ethanol	(34.7%)	(17.3%)	NM	NM	17.9x	NM	59.6x	5.3x	
	Fruit and Vegetable	1.6%	0.0%	8.7%	15.5%	11.4x	16.7x	8.1x	2.8x	
	Protein Processing	12.5%	4.3%	14.8%	114.5%	13.6x	20.9x	12.7x	3.0x	
	Ingredients/Flavors	10.3%	(6.6%)	1.1%	(3.7%)	21.1x	26.5x	14.4x	2.7x	
Food & Beverage Mfg.	Branded Processed Foods	2.7%	(17.5%)	1.2%	(19.4%)	14.3x	20.7x	10.3x	2.8x	
	Private Label Foods and Beverages	(2.6%)	(14.0%)	6.3%	(20.9%)	17.3x	17.3x	11.7x	3.2x	
	Snacks	2.1%	(6.0%)	1.5%	(13.6%)	0.0x	31.9x	16.2x	1.3x	
	Natural/Organic/BFY	14.7%	(32.3%)	12.0%	(5.2%)	21.9x	33.8x	14.3x	4.7x	
	Baked Goods	1.9%	1.1%	3.9%	(0.0%)	18.8x	20.9x	9.3x	1.9x	
	Dairy	5.4%	19.2%	9.2%	10.5%	16.1x	25.0x	11.2x	1.2x	
	Specialty-Pet	22.6%	49.1%	16.4%	1.5%	19.6x	21.3x	NA	5.6x	
	Non-Alcoholic Beverages	5.7%	(3.8%)	7.1%	(10.6%)	21.2x	31.2x	16.6x	2.1x	
	Alcoholic Beverages	(2.5%)	3.3%	(4.1%)	(1.0%)	18.7x	26.2x	15.3x	2.9x	
	Distribution & Retail	Grocery Distribution	4.3%	(24.1%)	0.5%	9.8%	9.8x	22.3x	9.3x	4.2x
		Food Retail	14.7%	2.5%	7.0%	(0.1%)	11.9x	13.9x	8.5x	2.2x
Foodservice		14.4%	18.4%	10.0%	(7.2%)	15.3x	23.0x	11.8x	3.2x	
Quick Service Restaurant		14.7%	12.6%	7.2%	(4.9%)	23.5x	30.4x	16.8x	5.2x	
Fast Casual		26.2%	42.2%	11.0%	(18.8%)	53.0x	54.7x	19.9x	2.8x	
Differentiated Casual		30.4%	35.8%	7.4%	(11.9%)	16.4x	27.2x	13.8x	3.6x	
Casual Dining Restaurant		21.0%	34.9%	6.8%	(1.6%)	11.8x	19.0x	11.4x	3.5x	
Family Restaurant		28.5%	18.1%	19.6%	(8.8%)	15.9x	20.4x	12.8x	3.5x	
Pizza		10.3%	5.8%	7.0%	(1.9%)	27.2x	34.7x	19.9x	4.6x	
Fine Dining		9.2%	(28.9%)	8.9%	(11.4%)	12.4x	16.5x	11.0x	2.9x	
Beverage/Snack Retail	20.7%	4.6%	8.7%	(33.3%)	57.5x	110.7x	22.6x	3.0x		
Overall Median	10.3%	2.5%	7.2%	(5.1%)	16.4x	22.7x	12.7x	3.0x		

MEDIAN 3-MONTH CHANGE IN STOCK PRICE⁽¹⁾

(Q4-23 vs. Q4-23)



Source: Capital IQ, Company filings, news reports, and PMCF research.

(1) Industry and segment returns are based on price-weighted performance; S&P is market-weighted.

Companies included in this specific segment statistics are outlined on the following pages

Food & Beverage Public Trading Comparables

(\$ in Millions)												
Company Name	Headquarters Location	Market Cap.	Enterprise Value	TTM Revenue	TTM Gross Profit	TTM EBITDA	TTM Gross Margin	TTM EBITDA Margin	Net Debt/TTM EBITDA	EV/Revenue	EV/EBITDA	Q4 '23
Inputs												
Agribusiness												
Archer-Daniels-Midland Company	United States	\$38,521	\$46,876	\$96,896	\$7,535	\$5,088	7.8%	5.3%	1.4x	0.48x	9.2x	11.5x
Bunge Global SA	United States	14,667	19,261	59,540	4,853	3,720	8.2%	6.2%	0.6x	0.31x	5.2x	6.9x
CF Industries Holdings, Inc.	United States	15,189	17,760	6,631	2,545	3,132	38.4%	47.2%	0.4x	2.32x	5.7x	3.2x
The Mosaic Company	United States	11,678	15,127	13,696	2,211	2,338	16.1%	17.1%	1.4x	1.01x	6.5x	3.2x
Darling Ingredients Inc.	United States	7,951	12,538	6,942	1,597	1,064	23.0%	15.3%	3.9x	1.81x	11.8x	12.3x
The Andersons, Inc.	United States	1,928	2,350	14,750	745	378	5.1%	2.6%	0.1x	0.14x	6.2x	7.0x
Agribusiness Median							12.1%	10.8%	1.0x	0.75x	6.3x	7.0x
Ethanol												
Green Plains Inc.	United States	\$1,501	\$2,057	\$3,296	\$165	\$35	5.0%	1.0%	5.3x	0.59x	59.6x	NM
Alto Ingredients, Inc.	United States	203	276	1,278	(3)	(12)	-0.2%	-1.0%	NM	0.22x	NM	NM
Origin Materials, Inc.	United States	117	(58)	16	2	(50)	10.3%	-320.1%	NM	NM	NM	NM
Ethanol Median							5.0%	-1.0%	5.3x	0.40x	59.6x	NM
Fruit and Vegetable												
Fresh Del Monte Produce Inc.	Cayman Islands	\$1,263	\$1,805	\$4,352	\$378	\$261	8.7%	6.0%	1.6x	0.41x	6.9x	8.0x
Seneca Foods Corporation	United States	374	914	1,482	153	113	10.3%	7.6%	5.5x	0.61x	8.1x	7.0x
Calavo Growers, Inc.	United States	522	624	972	70	23	7.2%	2.4%	2.8x	0.64x	26.9x	20.6x
Fruit and Vegetable Median							8.7%	6.0%	2.8x	0.61x	8.1x	8.0x
Protein Processing												
JBS S.A.	Brazil	11,387	31,531	72,153	7,858	2,928	10.9%	4.1%	5.7x	0.42x	10.8x	4.3x
Tyson Foods, Inc.	United States	\$19,154	\$28,634	\$52,940	\$2,745	\$2,080	5.2%	3.9%	2.9x	0.54x	13.8x	6.4x
WH Group Limited	Hong Kong	9,124	12,810	27,854	3,506	1,280	12.6%	4.6%	2.1x	0.46x	10.0x	5.1x
Pilgrim's Pride Corporation	United States	6,550	9,635	17,362	1,118	987	6.4%	5.7%	2.4x	0.57x	9.8x	5.2x
Maple Leaf Foods Inc.	Canada	2,325	3,798	3,686	342	192	9.3%	5.2%	6.7x	1.03x	19.7x	29.9x
Seaboard Corporation	United States	3,467	3,512	9,562	316	203	3.3%	2.1%	2.0x	0.35x	17.3x	5.5x
Cal-Maine Foods, Inc.	United States	2,811	2,199	2,669	798	645	29.9%	24.2%	NM	0.75x	3.4x	3.4x
Beyond Meat, Inc.	United States	574	1,573	350	(2)	(217)	-0.5%	-62.2%	NM	4.50x	NM	NM
Beyond Meat, Inc.	United States	619	1,625	350	(2)	(217)	-0.5%	-62.2%	NM	4.55x	NM	NM
Protein Processing Median							7.9%	4.3%	2.6x	0.55x	10.8x	5.2x
Ingredients/Flavors												
Givaudan SA	Switzerland	\$38,177	\$44,394	\$8,212	\$3,380	\$1,620	41.2%	19.7%	3.0x	5.34x	27.4x	22.9x
International Flavors & Fragrances Inc.	United States	20,670	31,170	11,479	3,681	1,925	32.1%	16.8%	4.9x	2.68x	16.2x	15.1x
Symrise AG	Germany	15,394	18,143	5,209	1,867	946	35.8%	18.2%	2.7x	3.44x	19.2x	18.1x
Kerry Group plc	Ireland	15,284	17,264	8,865	8,865	1,258	100.0%	14.2%	1.4x	1.77x	13.7x	16.8x
Ingredion Incorporated	United States	7,075	9,194	8,160	1,749	1,180	21.4%	14.5%	1.6x	1.12x	7.8x	8.8x
Tate & Lyle plc	United Kingdom	3,338	3,657	2,147	1,078	369	50.2%	17.2%	0.8x	1.63x	9.9x	13.3x
Sensient Technologies Corporation	United States	2,788	3,465	1,456	460	237	31.6%	16.3%	2.7x	2.38x	14.6x	14.4x
Ingredients/Flavors Median							35.8%	16.8%	2.7x	2.38x	14.6x	15.1x



Source: Capital IQ, Company filings, news reports, and PMCF research.

Food & Beverage Public Trading Comparables

(\$ in Millions)													
Company Name	Headquarters Location	Market Cap.	Enterprise Value	TTM Revenue	TTM Gross Profit	TTM EBITDA	TTM Gross Margin	TTM EBITDA Margin	Net Debt/TTM EBITDA	EV/Revenue	EV/EBITDA	Q4 '23	Q4 '22
Food and Beverage Manufacturing													
Branded Processed Foods													
Nestlé S.A.	Switzerland	\$308,969	\$375,399	\$110,860	\$51,093	\$21,561	46.1%	19.4%	2.6x	3.31x	17.4x	18.9x	
The Kraft Heinz Company	United States	45,357	64,405	26,640	8,983	6,366	33.7%	23.9%	2.7x	2.37x	10.1x	11.6x	
General Mills, Inc.	United States	36,992	49,302	20,200	6,952	4,091	34.4%	20.3%	2.8x	2.44x	12.1x	16.1x	
The Hershey Company	United States	38,127	42,887	11,165	4,998	2,952	44.8%	26.4%	1.6x	3.84x	14.5x	19.9x	
Kellanova	United States	19,150	26,035	13,122	4,288	1,820	32.7%	13.9%	3.2x	1.64x	14.3x	19.4x	
Associated British Foods plc	United Kingdom	22,805	25,812	24,494	5,163	2,497	21.1%	10.2%	1.0x	1.03x	10.3x	7.6x	
McCormick & Company, Incorporated	United States	18,352	23,052	6,662	2,503	1,215	37.6%	18.2%	3.5x	3.49x	19.0x	24.6x	
Conagra Brands, Inc.	United States	13,699	22,949	12,172	3,300	2,272	27.1%	18.7%	4.0x	1.87x	10.1x	12.5x	
Hormel Foods Corporation	United States	17,559	20,255	12,110	2,000	1,311	16.5%	10.8%	1.4x	1.67x	15.4x	17.9x	
Campbell Soup Company	United States	12,887	17,796	9,300	2,894	1,748	31.1%	18.8%	2.3x	1.91x	10.2x	13.7x	
The J. M. Smucker Company	United States	13,414	17,304	8,195	2,930	1,715	35.8%	20.9%	2.1x	2.11x	10.1x	14.2x	
Post Holdings, Inc.	United States	5,330	11,468	7,391	2,039	1,158	27.6%	15.7%	5.1x	1.64x	9.9x	12.4x	
Premium Brands Holdings Corporation	Canada	3,162	5,142	4,688	901	289	19.2%	6.2%	5.7x	1.07x	17.8x	16.9x	
Nomad Foods Limited	United Kingdom	2,828	4,833	3,211	893	503	27.8%	15.7%	3.8x	1.50x	9.6x	10.2x	
B&G Foods, Inc.	United States	826	3,021	2,107	460	315	21.8%	15.0%	6.5x	1.43x	9.6x	11.4x	
Branded Processed Foods Median							31.1%	18.2%	2.8x	1.87x	10.3x	14.2x	
Private Label Foods & Beverages													
Lamb Weston Holdings, Inc.	United States	\$15,665	\$18,975	\$6,346	\$1,800	\$1,380	28.4%	21.7%	2.5x	3.22x	13.7x	17.4x	
TreeHouse Foods, Inc.	United States	2,292	3,994	3,432	577	343	16.8%	10.0%	3.2x	1.10x	11.7x	22.3x	
Seneca Foods Corporation	United States	374	914	1,482	153	113	10.3%	7.6%	5.5x	0.61x	8.1x	7.0x	
Private Label Foods & Beverages Median							16.8%	10.0%	3.2x	1.10x	11.7x	17.4x	
Snacks													
PepsiCo, Inc.	United States	\$236,278	\$270,933	\$91,471	\$49,603	\$16,328	54.2%	17.9%	2.1x	2.96x	16.6x	19.1x	
Mondelez International, Inc.	United States	98,570	117,437	36,016	13,764	7,186	38.2%	20.0%	2.2x	3.32x	16.3x	19.0x	
J&J Snack Foods Corp.	United States	3,233	3,305	1,556	474	176	30.4%	11.3%	0.5x	2.12x	18.7x	25.3x	
Tootsie Roll Industries, Inc.	United States	2,215	2,094	762	254	130	33.3%	17.1%	NM	2.75x	16.1x	26.5x	
John B. Sanfilippo & Son, Inc.	United States	1,192	1,213	998	219	113	22.0%	11.3%	0.4x	1.24x	10.7x	9.5x	
Bridgford Foods Corporation	United States	100	95	252	67	11	26.5%	4.5%	NM	0.38x	8.4x	7.0x	
Rocky Mountain Chocolate Factory, Inc.	United States	29	27	29	4	(4)	15.5%	-14.3%	NM	0.90x	NM	45.4x	
Snacks Median							30.4%	11.3%	1.3x	2.12x	16.2x	19.1x	
Natural/Organic/BFY													
The Simply Good Foods Company	United States	\$3,952	\$4,191	\$1,250	\$458	\$229	36.6%	18.3%	0.8x	3.37x	18.3x	19.3x	
The Hain Celestial Group, Inc.	United States	982	1,857	1,782	391	130	21.9%	7.3%	5.5x	1.04x	14.3x	15.1x	
SunOpta Inc.	United States	646	1,114	952	131	81	13.7%	8.6%	4.7x	1.17x	13.7x	19.5x	
Natural/Organic/BFY Median							21.9%	8.6%	4.7x	1.17x	14.3x	19.3x	
Baked Goods													
George Weston Limited	Canada	16,915	36,569	43,549	14,143	4,440	32.5%	10.2%	2.8x	0.81x	8.2x	8.1x	
Grupo Bimbo, S.A.B. de C.V.	Mexico	\$22,329	\$30,119	\$23,653	\$12,217	\$3,125	51.7%	13.2%	2.3x	1.25x	9.6x	9.5x	
Flowers Foods, Inc.	United States	4,752	6,058	5,091	2,459	486	48.3%	9.5%	2.3x	1.20x	12.5x	14.3x	
Yamazaki Baking Co., Ltd.	Japan	4,699	4,671	8,340	2,689	595	32.2%	7.1%	NM	0.58x	7.8x	5.0x	
Lancaster Colony Corporation	United States	4,579	4,520	1,867	418	244	22.4%	13.1%	NM	2.43x	18.5x	26.3x	
ARYZTA AG	Switzerland	1,829	2,277	2,341	433	248	18.5%	10.6%	1.5x	0.94x	9.2x	7.7x	
Baked Goods Median							32.4%	10.4%	2.3x	1.07x	9.4x	8.8x	

Source: Capital IQ, Company filings, news reports, and PMCF research.

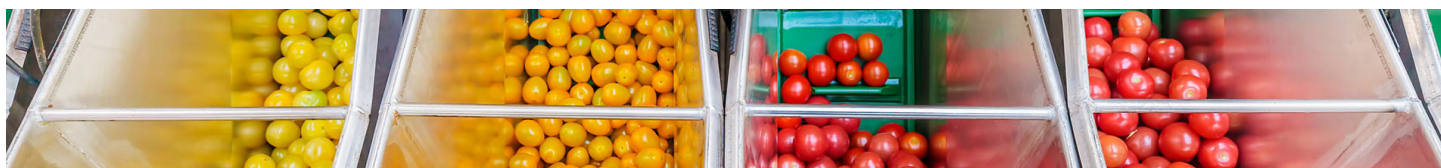
Food & Beverage Public Trading Comparables

(\$ in Millions)													
Company Name	Headquarters Location	Market Cap.	Enterprise Value	TTM Revenue	TTM Gross Profit	TTM EBITDA	TTM Gross Margin	TTM EBITDA Margin	Net Debt/TTM EBITDA	EV/Revenue	EV/EBITDA	Q4 '23	Q4 '22
Dairy													
Danone S.A.	France	\$41,611	\$54,082	\$3,848	\$3,848	\$4,810	100.0%	125.0%	0.0x	1.72x	11.2x	10.0x	
Saputo Inc.	Canada	8,617	11,451	13,073	1,152	1,051	8.8%	8.0%	2.4x	0.86x	10.9x	13.8x	
Emmi AG	Switzerland	5,788	6,491	4,824	1,733	453	35.9%	9.4%	1.2x	1.27x	14.3x	12.9x	
Glanbia plc	Ireland	4,340	4,919	5,840	1,043	438	17.9%	7.5%	1.2x	0.83x	11.2x	10.2x	
Lifeway Foods, Inc.	United States	197	190	154	41	16	26.7%	10.6%	NM	1.24x	11.7x	15.7x	
Dairy Median							26.7%	9.4%	1.2x	1.24x	11.2x	12.9x	
Specialty-Pet													
Freshpet, Inc.	United States	\$4,185	\$4,273	\$767	\$251	\$29	32.7%	3.8%	4.2x	5.96x	147.9x	NM	
Central Garden & Pet Company	United States	2,443	3,330	3,317	964	328	29.1%	9.9%	2.5x	1.01x	10.1x	10.0x	
Specialty-Pet Median							0.3x	6.8%	3.3x	3.48x	79.0x	10.0x	
Non-Alcoholic Beverages													
The Coca-Cola Company	United States	\$254,779	\$282,695	\$45,754	\$27,234	\$14,441	59.5%	31.6%	2.1x	6.28x	19.6x	22.4x	
PepsiCo, Inc.	United States	236,278	270,933	91,471	49,603	16,328	54.2%	17.9%	2.1x	2.96x	16.6x	19.1x	
Monster Beverage Corporation	United States	59,940	56,984	6,923	3,640	1,994	52.6%	28.8%	NM	8.23x	28.6x	30.6x	
National Beverage Corp.	United States	4,643	4,436	1,179	420	230	35.6%	19.5%	NM	3.76x	19.3x	21.5x	
Primo Water Corporation	United States	2,409	3,987	1,772	1,137	354	64.2%	20.0%	2.3x	1.70x	11.3x	10.7x	
Lassonde Industries Inc.	Canada	724	914	1,675	413	130	24.7%	7.8%	1.0x	0.53x	7.0x	8.1x	
A.G. BARR p.l.c.	United Kingdom	724	670	476	178	70	37.3%	14.8%	NM	1.42x	9.5x	10.6x	
Non-Alcoholic Beverages Median							52.6%	19.5%	2.1x	2.96x	16.6x	19.1x	
Alcoholic Beverages													
Anheuser-Busch InBev SA/NV	Belgium	\$128,294	\$217,525	\$59,575	\$32,197	\$17,893	54.0%	30.0%	4.0x	3.50x	12.2x	11.8x	
Diageo plc	United Kingdom	81,273	103,130	21,640	13,085	6,989	60.5%	32.3%	2.9x	4.73x	14.8x	17.7x	
Heineken N.V.	Netherlands	57,589	80,084	33,560	11,830	6,304	35.3%	18.8%	2.6x	2.43x	12.7x	11.7x	
Pernod Ricard SA	France	44,721	57,182	12,834	7,691	3,532	59.9%	27.5%	3.3x	4.26x	16.2x	15.7x	
Constellation Brands, Inc.	United States	44,400	56,357	9,820	4,943	3,547	50.3%	36.1%	3.0x	5.76x	15.9x	15.6x	
Brown-Forman Corporation	United States	27,579	30,316	4,272	2,581	1,325	60.4%	31.0%	2.0x	7.10x	22.9x	24.3x	
Carlsberg A/S	Denmark	18,207	22,061	10,912	4,869	1,968	44.6%	18.0%	1.7x	2.05x	11.2x	12.0x	
Molson Coors Beverage Company	United States	13,212	19,042	11,702	4,369	2,282	37.3%	19.5%	2.4x	1.65x	8.3x	9.7x	
Kirin Holdings Company, Limited	Japan	11,870	18,026	15,142	6,835	1,926	45.1%	12.7%	1.9x	1.22x	9.4x	9.2x	
Beck's, S.A.B. de C.V.	Mexico	7,067	8,461	2,624	1,330	433	50.7%	16.5%	2.8x	3.18x	19.6x	17.5x	
Sapporo Holdings Limited	Japan	3,436	5,069	3,679	1,113	233	30.2%	6.3%	7.0x	1.40x	21.8x	16.2x	
The Boston Beer Company, Inc.	United States	4,175	3,911	2,062	870	218	42.2%	10.6%	NM	1.90x	17.9x	18.6x	
Alcoholic Beverages Median							47.7%	19.1%	2.8x	2.81x	15.3x	15.7x	
Distribution and Retail													
Food Retail													
Costco Wholesale Corporation	United States	\$292,896	\$284,379	\$245,652	\$30,769	\$10,869	12.5%	4.4%	NM	1.16x	26.2x	18.3x	
The Kroger Co.	United States	32,885	51,052	147,797	33,549	7,819	22.7%	5.3%	2.1x	0.35x	6.5x	13.9x	
Dollar General Corporation	United States	29,841	47,562	39,036	11,961	3,620	30.6%	9.3%	3.1x	1.22x	13.1x	6.8x	
Koninklijke Ahold Delhaize N.V.	Netherlands	27,627	44,547	97,987	26,273	7,599	26.8%	7.8%	2.1x	0.45x	5.9x	6.9x	
Dollar Tree, Inc.	United States	30,949	41,192	29,685	8,943	2,509	30.1%	8.5%	2.2x	1.39x	16.4x	8.5x	
Tesco PLC	United Kingdom	25,950	40,119	84,739	5,642	4,729	6.7%	5.6%	2.6x	0.47x	8.5x	13.2x	
J Sainsbury plc	United Kingdom	8,985	16,448	39,769	3,199	1,972	8.0%	5.0%	2.9x	0.40x	8.3x	7.0x	
BJ's Wholesale Club Holdings, Inc.	United States	8,891	11,955	19,541	3,582	997	18.3%	5.1%	2.2x	0.61x	12.0x	20.5x	
Sprouts Farmers Market, Inc.	United States	4,886	6,285	6,837	2,540	519	37.1%	7.6%	1.8x	0.94x	12.1x	9.6x	
Ingles Markets, Incorporated	United States	1,641	1,907	5,881	1,383	369	23.5%	6.3%	0.8x	0.32x	5.2x	4.4x	
Weis Markets, Inc.	United States	1,720	1,623	4,790	1,203	249	25.1%	5.2%	NM	0.34x	6.5x	8.0x	
Natural Grocers by Vitamin Cottage, Inc.	United States	364	716	1,162	388	68	33.4%	5.9%	2.8x	0.63x	10.5x	10.5x	
Village Super Market, Inc.	United States	388	640	2,183	620	99	28.4%	4.5%	1.6x	0.29x	6.5x	8.0x	
Food Retail Median							25.1%	5.6%	2.2x	0.47x	8.5x	8.5x	

Source: Capital IQ, Company filings, news reports, and PMCF research.

Food & Beverage Public Trading Comparables

(\$ in Millions)													
Company Name	Headquarters Location	Market Cap.	Enterprise Value	TTM Revenue	TTM Gross Profit	TTM EBITDA	TTM Gross Margin	TTM EBITDA Margin	Net Debt/TTM EBITDA	EV/Revenue	EV/EBITDA Q4 '23	EV/EBITDA Q4 '22	
Grocery Distribution													
United Natural Foods, Inc.	United States	\$964	\$4,505	\$30,292	\$4,065	\$402	13.4%	1.3%	4.8x	0.15x	11.2x	9.0x	
SpartanNash Company	United States	795	1,594	9,729	1,486	218	15.3%	2.2%	3.0x	0.16x	7.3x	11.3x	
AMCON Distributing Company	United States	123	307	2,047	179	33	8.8%	1.6%	4.2x	0.16x	9.3x	8.5x	
Grocery Distribution Median							13.4%	1.6%	4.2x	0.16x	9.3x	9.0x	
Foodservice													
Sysco Corporation	United States	\$36,885	\$48,048	\$77,512	\$14,278	\$3,622	18.4%	4.7%	3.1x	0.63x	13.3x	13.4x	
US Foods Holding Corp.	United States	11,164	15,716	35,597	6,148	1,438	17.3%	4.0%	3.3x	0.45x	10.9x	12.8x	
Performance Food Group Company	United States	10,760	15,862	53,971	6,441	1,346	11.9%	2.5%	3.2x	0.30x	11.8x	13.2x	
The Chefs' Warehouse, Inc.	United States	1,167	2,029	3,434	814	161	23.7%	4.7%	5.2x	0.62x	12.6x	13.6x	
Colabor Group Inc.	Canada	94	167	481	86	17	17.9%	3.6%	2.7x	0.34x	9.6x	8.4x	
Foodservice Median							17.9%	4.0%	3.2x	0.45x	11.8x	13.2x	
Quick Service Restaurant													
McDonald's Corporation	United States	\$215,071	\$261,399	\$25,494	\$14,563	\$13,684	57.1%	53.7%	3.2x	10.45x	19.1x	19.4x	
Yum! Brands, Inc.	United States	36,625	48,215	7,076	3,497	2,532	49.4%	35.8%	4.4x	6.83x	19.0x	20.9x	
Restaurant Brands International Inc.	Canada	24,379	39,222	7,022	2,802	2,328	39.9%	33.2%	5.7x	5.69x	16.8x	15.8x	
The Wendy's Company	United States	4,018	7,606	2,182	776	527	35.6%	24.2%	6.0x	3.49x	14.4x	18.3x	
Jack in the Box Inc.	United States	1,611	4,616	1,692	501	327	29.6%	19.3%	5.2x	2.73x	14.1x	14.9x	
Quick Service Restaurant Median							39.9%	33.2%	5.2x	5.69x	16.8x	18.3x	
Fast Casual													
Chipotle Mexican Grill, Inc.	United States	\$62,765	\$65,329	\$9,872	\$4,015	\$1,916	40.7%	19.4%	1.1x	6.85x	34.1x	28.2x	
Wingstop Inc.	United States	7,547	8,197	460	223	131	48.4%	28.5%	4.7x	18.72x	62.5x	44.6x	
Shake Shack Inc.	United States	2,925	3,434	1,088	398	100	36.6%	9.2%	2.6x	3.30x	34.3x	42.2x	
El Pollo Loco Holdings, Inc.	United States	291	545	472	93	52	19.7%	11.1%	3.3x	1.15x	10.4x	12.6x	
Potbelly Corporation	United States	306	471	486	154	24	31.6%	4.9%	2.1x	0.97x	19.9x	27.3x	
Noodles & Company	United States	142	427	516	87	33	16.9%	6.4%	4.1x	0.83x	12.9x	21.6x	
Fast Casual Median							34.1%	10.2%	2.9x	2.23x	27.0x	27.8x	
Differentiated Casual													
Dave & Buster's Entertainment, Inc.	United States	2,164	5,129	2,170	641	510	29.5%	23.5%	4.0x	2.36x	10.1x	10.9x	
The Cheesecake Factory Incorporated	United States	\$1,778	\$3,574	\$3,455	\$1,395	\$225	40.4%	6.5%	3.9x	1.03x	15.9x	18.9x	
Chuy's Holdings, Inc.	United States	663	780	461	100	60	21.6%	12.9%	2.0x	1.74x	13.1x	13.6x	
BJ's Restaurants, Inc.	United States	837	1,339	1,354	176	92	13.0%	6.8%	3.2x	0.99x	14.6x	20.4x	
Differentiated Casual Median							25.6%	9.9%	3.6x	1.39x	13.8x	16.2x	
Casual Dining Restaurant													
Darden Restaurants, Inc.	United States	\$19,768	\$26,581	\$11,013	\$2,295	\$1,706	20.8%	15.5%	3.2x	2.41x	15.6x	15.5x	
Texas Roadhouse, Inc.	United States	8,163	8,866	4,632	763	507	16.5%	11.0%	1.1x	1.98x	17.5x	14.6x	
Bloomin' Brands, Inc.	United States	2,444	4,497	4,671	810	548	17.3%	11.7%	3.7x	0.98x	8.2x	7.5x	
Brinker International, Inc.	United States	1,909	4,046	4,245	572	406	13.5%	9.6%	3.2x	0.97x	10.0x	11.9x	
Dine Brands Global, Inc.	United States	767	2,255	833	396	212	47.6%	25.4%	7.0x	2.71x	10.7x	11.4x	
Red Robin Gourmet Burgers, Inc.	United States	193	767	1,285	192	63	14.9%	4.9%	3.8x	0.60x	12.2x	12.7x	
Casual Dining Restaurant Median							16.9%	11.3%	3.5x	1.48x	11.4x	12.3x	



Source: Capital IQ, Company filings, news reports, and PMCF research.

Food & Beverage Public Trading Comparables

(\$ in Millions)

Company Name	Headquarters Location	Market Cap.	Enterprise Value	TTM Revenue	TTM Gross Profit	TTM EBITDA	TTM Gross Margin	TTM EBITDA Margin	Net Debt/TTM EBITDA	EV/Revenue	EV/EBITDA Q4 '23	EV/EBITDA Q4 '22
Family Restaurant												
Cracker Barrel Old Country Store, Inc.	United States	\$1,710	\$2,926	\$3,427	\$1,104	\$229	32.2%	6.7%	3.5x	0.85x	12.8x	14.0x
BJ's Restaurants, Inc.	United States	837	1,339	1,354	176	92	13.0%	6.8%	3.2x	0.99x	14.6x	20.4x
Denny's Corporation	United States	578	966	464	162	76	34.9%	16.4%	4.2x	2.06x	12.7x	12.0x
Family Restaurant Median							32.2%	6.8%	3.5x	0.99x	12.8x	14.0x
Pizza												
Domino's Pizza, Inc.	United States	\$14,379	\$19,508	\$4,479	\$1,254	\$872	28.0%	19.5%	5.3x	4.37x	22.4x	22.4x
Papa John's International, Inc.	United States	2,497	3,474	2,091	641	202	30.7%	9.6%	3.9x	1.66x	17.2x	18.0x
Pizza Median							29.3%	14.6%	4.6x	3.01x	19.8x	20.2x
Fine Dining												
RCI Hospitality Holdings, Inc.	United States	\$620	\$877	\$298	\$253	\$80	84.8%	26.9%	2.9x	2.98x	11.0x	12.4x
Fine Dining Median							84.8%	26.9%	2.9x	2.98x	11.0x	12.4x
Beverage/Snack Retail												
Starbucks Corporation	United States	\$109,135	\$129,829	\$36,687	\$10,224	\$7,247	27.9%	19.8%	2.1x	3.61x	17.9x	22.5x
Dutch Bros Inc.	United States	2,389	3,222	966	251	118	26.0%	12.2%	3.8x	3.53x	27.2x	50.6x
Beverage/Snack Retail Median							26.9%	16.0%	2.9x	3.57x	22.6x	36.6x

MARKET COMMENTARY

The Food and Beverage industry, along with its consumers, continue to grapple with inflationary pressures, yet executives remain committed to prioritizing affordable and cost-effective options amidst these challenges

December 2023: On consumer behavior: "While many factors have evolved in line with our expectations – including moderating levels of input cost inflation and price/mix, as well as a return toward historical price elasticities – we're seeing consumers continue to display stronger-than-anticipated value-seeking behaviors across our key markets, and this dynamic is delaying volume recovery in our categories."

Jeff Harmening, Chairman and Chief Executive Officer, General Mills

December 2023: On consumer sentiment: "We expect consumer sentiment to improve in 2024 but our customers will still have to manage many of the same macro pressures as last year. Kroger will continue to provide customers with lower prices and exceptional value. We also know that customers expect a great shopping experience, and we have robust plans to improve seamless shopping both in-store and online, where customers can get the products they want without compromising on quality, selection, and convenience."

Rodney McMullen, Chairman and Chief Executive Officer, Kroger



Key Deal Highlights

Platform Investment

Pritzker Private Capital acquires Sugar Foods Corporation

On October 3, Pritzker Private Capital (“PPC”), a leader in family direct investing, announced it has acquired Sugar Foods Corporation (“Sugar Foods”), a food company serving prominent foodservice, grocery, retail and restaurant brands. The company serves more than 3,000 customers including many of the world’s most well-known grocery retailers, foodservice providers and quick-service and casual dining restaurants. Sugar Foods is an essential menu development and innovation partner, having launched more than 200 new products since 2020.

Platform Investment

SK Capital Partners acquires J&K Ingredients

On October 11, SK Capital Partners, a private investment firm focused on the specialty materials, ingredients, and life science sectors, announced the signing of an agreement to acquire J&K Ingredients (“J&K”). J&K is a market leading manufacturer and supplier of food and beverage ingredients with an emphasis on natural, organic, and clean label products. Dan Lory, Principal at SK Capital said, “We are excited to leverage our expertise in the food ingredient industry and collaborate with J&K to usher in the next phase of growth, building an attractive ingredients platform driven by a proactive commercial strategy and recognized for its comprehensive offering.”

Strategic Acquisition

South Mill Champs acquires World Fresh Produce

On November 28, South Mill Champs, a vertically integrated North American grower and supplier of fresh mushrooms and functional mushroom foods, announced the acquisition of World Fresh Produce, a dynamic global fresh produce sourcing organization. This strategic acquisition enhances South Mill Champs’ position in the overall produce space, combining its expertise in mushrooms with World Fresh Produce’s experience with specialty produce items. Michel Matouk, founder of World Fresh Produce said, “With World Fresh Produce now part of the South Mill Champs family, we are even better positioned to meet the diverse needs of customers across North America.”

Service Expansion

OMNIA Partners acquires Value Four food service group

On December 21, OMNIA Partners, the nation’s leading group purchasing organization, completed the acquisition of Value Four, LLC (“Value 4”) food service group purchasing operations. Value 4 is a leading company dedicated to outsourced purchasing and logistics for the food service industry. M. Todd Abner, Founder, President, and CEO of OMNIA Partners states, “The acquisition of Value 4 advances our commitment to deliver extensive solutions to our members. We are dedicated to providing transformational benefit and value to the industry.”

Sources: Company press releases.

Food & Beverage M&A Activity

(\$ in Millions)

RECENT FOOD & BEVERAGE TRANSACTIONS

Date	Target	Buyer	Industry Segment
Oct-23	Go Fast Sports & Beverage Company LLC	Global Sciences Holdings, Inc.	Direct Selling Establishments
Oct-23	Love Grown Foods, LLC	Hive Brands Holdings, Inc.	Cereal Breakfast Foods
Oct-23	Mile Hi Foods, Co.	Grupo Bimbo, S.A.B. de C.V.	Groceries and Related Products
Oct-23	Newly Weds Foods, Inc.	Redwood Capital Investments, LLC	Prepared Flour Mixes and Doughs
Oct-23	Jelly Belly Candy Company, Inc.	CTH	Candy, Nut, and Confectionery Stores
Oct-23	Certain assets of Sunrise Growers	Nature's Touch Frozen Foods, LLC	Frozen Foods
Oct-23	J&K Ingredients, Inc.	SK Capital Partners, LP	Food Preparations
Oct-23	Junkless Foods Inc.	Impact Capital	Snacks
Oct-23	Sugar Foods Corporation	PPC Investment Partners LP	Industrial Organic Chemicals
Oct-23	Edward Marc Brands, Inc.	Promise Confections Group	Chocolate and Cocoa Products
Oct-23	Sokol & Company, Inc.	SACO Foods, Inc.	Food Preparations
Nov-23	Sonoma-Cutrer Vineyards, Inc.	The Duckhorn Portfolio, Inc.	Grapes
Nov-23	TDBBS, LLC	Central Garden & Pet Company	Miscellaneous Retail Stores
Nov-23	Summit Hills Food, Inc.	EagleTree Capital, LP	Food Preparations
Nov-23	Ceres Solutions	Co-Alliance Cooperative, Inc.	Grain and Field Beans
Nov-23	International Protein Colloids, Inc.	Gum Products International Inc.	Adhesives and Sealants
Nov-23	World Fresh Produce, Inc.	South Mill Mushroom Sales, Inc.	Fresh Fruits and Vegetables
Nov-23	Minn-Dak Growers Ltd.	Hensall District Co-Operative, Incorporated	Grain and Field Beans
Nov-23	Fera Pets, Inc.	Gold Medal Ventures	Animal Specialties
Nov-23	Plasma Innovative Inc.	ESG Inc.	Agricultural Services
Nov-23	Bevolution Group	Sunny Sky Products, LLC	Bottled and Canned Soft Drinks and Carbonated Waters
Nov-23	Austin Eastciders, Inc.	Blakes Hard Cider Co.	Wines, Brandy, and Brandy Spirits
Dec-23	Fresh Vine Wine, Inc.	Notes Live, Inc.	Wines, Brandy, and Brandy Spirits
Dec-23	Yai's Thai, LLC	DDC Enterprise Limited	Pickled Fruits and Vegetables
Dec-23	Value Four, LLC	OMNIA Partners, Inc.	Food Purchasing
Dec-23	Newk's Franchise Company, LLC	FSC Franchise Co., LLC	Eating Places
Dec-23	Revela Foods, LLC	Archer-Daniels-Midland Company	Food Preparations
Dec-23	Ideal Protein of America, Inc.	15563143 Canada Inc.; IPC of America Inc.	Specialty Outpatient Facilities
Dec-23	Shearer's Foods, LLC	Clayton, Dubilier & Rice, LLC	Potato Chips, Corn Chips, and Similar Snacks
Dec-23	Benestar Brands, LLC	Palmex Alimentos, S.A. de C.V.	Potato Chips, Corn Chips, and Similar Snacks
Dec-23	My Perfect Pet, Inc.	Antelope	Dog and Cat Food
Dec-23	Applewood Orchards, Inc./Fresh Growers LLC	FirstFruits Farms LLC	Fruits, Vegetables, and Nuts

Sources: Capital IQ, company websites and proprietary research.

What is a Strategic Assessment and Why is it Important?

A Strategic Assessment is a comprehensive report that examines a business holistically with specific consideration given to the financial results, operations, and organizational structure. We advise our clients consider before a planned liquidity event to ensure your company is ready for a transaction. This process includes:

- Determining your company's current value
- Identifying factors that enhance or erode value and related risk considerations
- Developing strategies to bridge gaps in value and market position

The Strategic Assessment allows shareholders time to fully assess the business and implement changes and align strategies with the value-creation objectives of shareholders.



SIGNIFICANT INDUSTRY EXPERTISE AND RESOURCES

Founded in 1995, PMCF has spent 25+ years successfully advising clients in the middle market. From M&A advisory or capital raising to strategic assessment and transaction planning, we execute transactions to achieve life-changing outcomes for our clients. We leverage our significant deal experience, industry relationships, and a deep understanding of sectors we serve to support our clients' organic and inorganic growth initiatives.

PMCF takes a strategic approach to transaction planning, ensuring the positioning and messaging conveys the unique differentiators of your company. Our affiliation with Plante Moran provides us access to transaction tax experts to provide insight into structure planning considerations. Together, our team and the Strategic Assessment prepare companies to navigate the challenges of, and succeed in, today's competitive environment. Areas of assessment may include:

- Developing strategies to effectively deploy capital and resources to maximize ROI on your high-priority growth initiatives
- Aligning your process capabilities with key macro trends driving industry growth
- Evaluating KPI trends and results and understanding how they are used in daily management
- Reviewing the organizational chart and the internal plan for turnover and/or succession of key management team members
- Pursuing customer diversification at attractive, appropriate margins
- Understanding margin trends and concentrations of margin within product groups or customers
- Assessing your company's differentiation and position in the marketplace
- Leveraging our extensive global relationships to help penetrate new customers and/or markets

As an investment in your company, PMCF will complete a complimentary Strategic Assessment. For additional information, please visit pmcf.com

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2021 M&A ATLAS AWARD WINNER – USA MIDDLE MARKETS
PLASTICS & PACKAGING DEAL OF THE YEAR



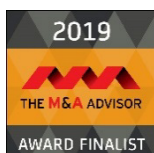
2020 M&A ATLAS AWARD WINNER – AMERICAS
PLASTICS & PACKAGING DEAL OF THE YEAR



2020 M&A ATLAS AWARD WINNER – AMERICAS
INDUSTRIALS BOUTIQUE INVESTMENT BANK OF THE YEAR



2019 MiBiz DEAL OF THE YEAR WINNER
MANUFACTURING DEAL OF THE YEAR



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