

Food and Beverage M&A Landscape

Winter 2021

M&A Market Overview

Food and beverage M&A deal activity in the U.S. and Canada made a significant recovery in the second half of 2020, with 295 deals closing over the year ending December 31, 2020. Transaction volumes in Q4 2020 were up just over 5% from the previous year, with 81 deals closing over the period compared to 77 the year before. Overall, 2020 deal count remained relatively flat compared to the 293 that closed over 2019. This signified an impressive comeback, given transactions dropped 25% in Q2 2020 following the onset of the COVID-19 pandemic.

The final quarter of 2020 saw several notable North American deals. In the U.S., McCormick & Company was highly acquisitive—announcing two sizeable transactions in the period (Cholula Food Company Inc. and FONA International Inc.). The sale of Clearwater Seafoods Incorporated to a coalition of Premium Brands Holding Corporation and the Mi'kmaq First Nations was also a landmark deal in the Canadian landscape. Please see page 5 for more details.

M&A activity in the food and beverage sector is still predominately driven by strategic buyers (including companies primarily owned by private equity investors), with strategic transactions representing 81% of total deal value over the year. Of the 295 deals closed over 2020, 242 (82%) were completed by privately owned buyers.

Q4 2020 continued to carry the rebound in M&A activity from the previous quarter, with the third highest Q4 M&A activity in the last 10 years, despite significant market headwinds, including a second wave of COVID-19 throughout North America and political turmoil surrounding the U.S. election. With vaccination programs rolling out across the U.S. and Canada and the recent inauguration of President Joe Biden, buyers and investors will likely have better visibility (and stability) heading into this year. Moreover, with strategic buyers' large cash reserves, private equity funds' ample dry powder and low interest rates, the outlook for M&A activity in 2021 is robust. In the near term, we may see continued divergence of trends within the food and beverage sector as pandemic restrictions remain in place until vaccination uptake accelerates. Businesses with heavy exposure to retail, e-commerce or delivery should still see strong demand fundamentals, whereas companies geared to food service end markets will likely struggle until lockdowns are lifted and more normalcy returns to consumer's lives.

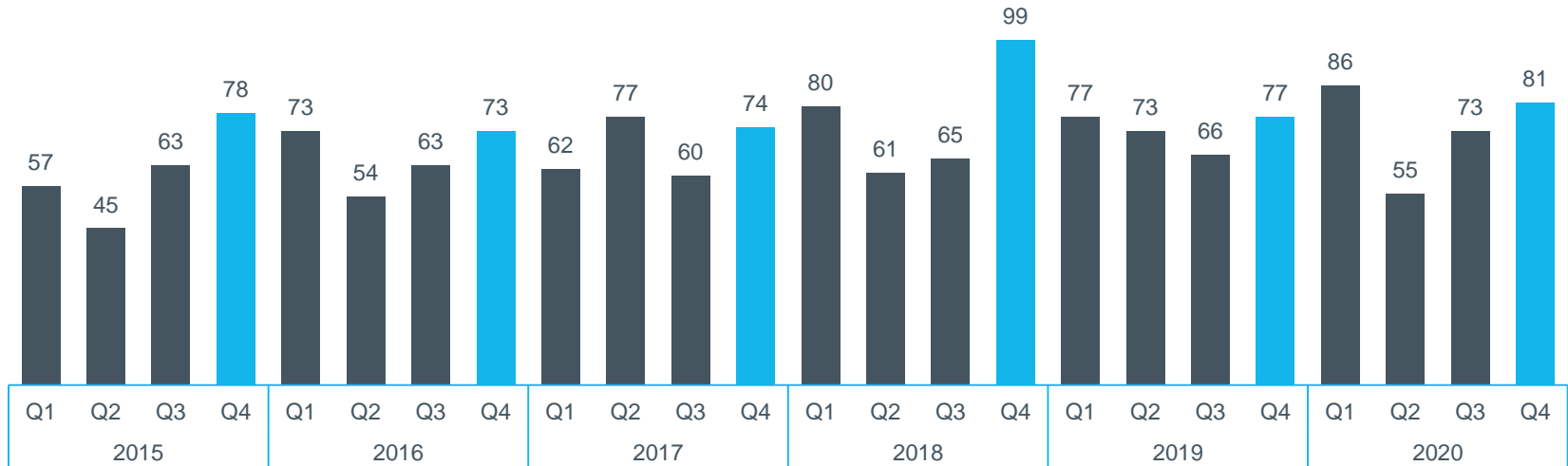
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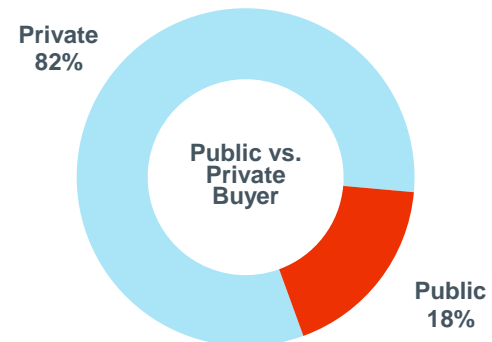
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M&A Market Overview, Continued

Number of Closed Deals (as of December 31, 2020)



By Number of Closed Deals (for the year ending December 31, 2020)



Note: Includes food and beverage sector deals where the target was based in North America
 Source: S&P Global Market Intelligence. Transactions with more than 50% of the company acquired are included in the analysis.

Select Recent Transactions¹

Premium Brands Holding Corporation to acquire Clearwater Seafoods Incorporated



On January 25, 2021, Premium Brands closed the acquisition of Clearwater in coalition with the Mi'kmaq First Nations at an implied enterprise value of CAD 962.5 mn. "Clearwater is a world class seafood company with a great management team, best-in-class products and a globally respected brand. Premium Brands will use its value-add expertise, brand development capabilities and extensive customer relationships to continue to grow this leading global seafood company," said George Paleologou, President and CEO of Premium Brands.

McCormick & Company, Incorporated acquired FONA International Inc.



On December 30, 2020, McCormick & Company, Incorporated (McCormick) acquired flavor producer, FONA International Inc. (FONA), from its founder, chairman and CEO Joseph Slawek and related parties for USD 710 mn. "The addition of FONA advances our global flavors platform and increases scale in these products, which are the most value-added and technically insulated within the flavors category," said McCormick Chairman and CEO Lawrence Kurzius.

Teays River Investments, LLC acquired Grimmway Enterprises, Inc.



On December 23, 2020, California-based carrot producer, Grimmway Enterprises, Inc. (Grimmway), was acquired by agriculture-focused investment firm, Teays River Investments, LLC. Grimmway is a family-owned company, and one of the largest carrot producers globally. A spokesperson for Grimmway noted that no major changes to the company are expected after the sale.

B&G Foods, Inc. acquired the Crisco® business from The J.M. Smucker Company



On December 1, 2020, B&G Foods, Inc. (B&G) acquired the Crisco® business from The J.M. Smucker Company, including related oil and shortening products and brands, trademarks, licensing agreements, manufacturing facilities and employees, for USD 550 mn. "This acquisition is consistent with our longstanding acquisition strategy of targeting well-established brands with defensible market positions and strong cash flow at reasonable purchase price multiples," said B&G CEO Kenneth Romanzi.

McCormick & Company, Incorporated acquired The Cholula Food Company Inc.



On November 30, 2020, McCormick acquired The Cholula Food Company Inc. (Cholula) from private equity firm L Catterton for USD 800 mn. "Cholula is a great strategic addition accelerating our condiment growth opportunities with a complementary authentic Mexican flavor hot sauce," said McCormick Chairman and CEO Lawrence Kurzius.

Bond Bakery Brands Limited acquired Pace Processing and Product Development Ltd.



On October 6, 2020, Bond Bakery Brands Limited closed the acquisition of Pace Processing and Product Development Ltd. (Pace), a Canadian bakery and food solutions manufacturer specializing in pizzas, cakes and other sweet and savory baked goods that services retail and food service customers in Canada and the U.S. ***Duff & Phelps Securities Canada acted as exclusive financial advisor to the shareholders of Pace.***

¹ Deals in the U.S. and Canada, closed or announced over Q4 2020, selected based on subjectively being representative of recent market activity, excluding bankruptcy sales.

Sources: S&P Global Market Intelligence, Mergermarket, company press releases and various news sources (e.g., *Newswire*, *PR Newswire*, *GlobeNewswire*)

Note: All trademarks, trade names, or logos referenced herein are the property of their respective owners.

Recent North American M&A Activity by Subsector

Food and Beverage Subsector Definitions

Bakery:

Production and distribution of baked goods

Better-For-You:

Differentiated food products with health benefits

Confectionery/Snacks:

Chocolate, candy, nuts and other convenient snack foods

General:

Conglomerates and general food businesses

Dairy:

Production and distribution of dairy or dairy by-products, such as cheese or yogurt

Ingredients:

Goods used in the production of other food-related items

Produce:

Fresh produce or other agricultural products

Protein Producers:

Meat and seafood producers and distributors

Specialty-Pet:

Pet food producers, distributors and retailers

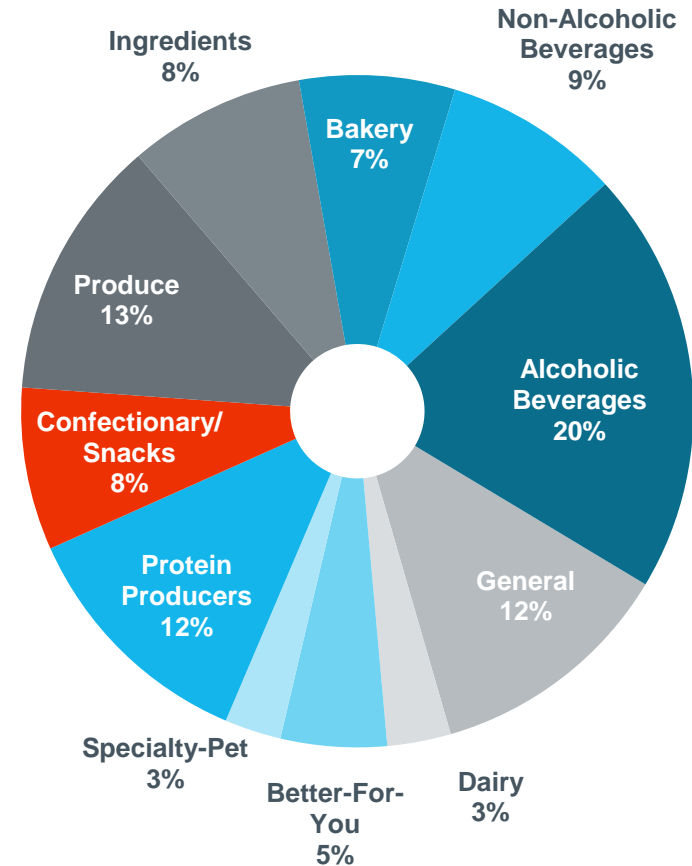
Non-Alcoholic Beverages:

Beverages that do not contain alcohol

Alcoholic Beverages:

Wine, beer and spirits

Deals by Subsector (TTM as of December 31, 2020)



Recent North American M&A Activity¹ ●○○○○○○○

Better-For-You

Confectionery/Snacks

(USD in millions)

	Better-For-You		Confectionery/Snacks		
Date Closed	November 10, 2020	October 5, 2020	December 22, 2020	July 31, 2020	July 9, 2020
Target	Swerve, L.L.C.	Red Ace LLC	Wahl's Candies Inc.	Outer Galactic Chocolates, LLC	Virginia's Kitchen, LLC
Target Location					
Target Business Description	Swerve, L.L.C. manufactures and markets zero sugar, keto-friendly and plant-based sweeteners and baking mixes.	Red Ace LLC produces organic concentrated beetroot shots.	Wahl's Candies Inc. manufactures candy and chocolates.	Outer Galactic Chocolates, LLC produces cannabis-infused chocolate.	Virginia's Kitchen, LLC, (dba: BlueKudu), produces cannabis chocolates and gummies.
Acquirer	Whole Earth Brands, Inc.	Private Buyer	Fowler's Chocolates Inc.	Mendo Distribution and Transportation, LLC	Curaleaf Holdings, Inc.
Financial Metrics <i>(Where Disclosed)</i>	EV: USD 80.0	EV: USD < 0.1	EV: USD 1.0	EV: USD 0.5	EV: USD 3.5

¹ Includes majority acquisitions and mergers with disclosed financial details. Excludes bankruptcy sales. Source: S&P Global Market Intelligence as of December 31, 2020

Recent North American M&A Activity¹ ●○○○○○○○

General

(USD in millions)

Date Closed	Announced	Announced	Announced	December 14, 2020	December 11, 2020
Target	The U.S.-based chile pepper business of Mizkan America, Inc	Holy Crap Brands Inc.	The dry pasta business of Catelli Foods Corporation	Truco Enterprises, LP	Certain assets of the dry pasta and noodles business of Riviana Foods Inc.
Target Location					
Target Business Description	The U.S.-based Chile Pepper business of Mizkan America, Inc includes manufacturing operations of condiments and sauces.	Holy Crap Brands Inc. produces and sells breakfast cereal and related food products.	The dry pasta business of Catelli Foods Corporation produces pasta.	Truco Enterprises, LP produces chips, salsas and queso.	Riviana Foods Inc., a subsidiary of Ebro Foods, S.A., provides rice, pasta and other food products across the U.S., Central America and Europe.
Acquirer	Olam Americas, Inc.	Eurolife Brands Inc. (nka: Plant & Co. Brands Ltd.)	Barilla America, Inc.	Heron Holding Corporation	TreeHouse Foods, Inc.
Financial Metrics <i>(Where Disclosed)</i>	EV: USD 108.5	LTM Rev.: USD 0.4 LTM EBITDA: USD -0.5 EBITDA Margin: -123.3%	EV: USD 123.9 LTM Rev.: USD 77.6 EV/Rev.: 1.6x	EV: USD 480.0	EV: USD 242.5 LTM Rev.: USD 200.0 EV/Rev.: 1.2x

¹ Includes majority acquisitions and mergers with disclosed financial details. Excludes bankruptcy sales. Source: S&P Global Market Intelligence as of December 31, 2020

Recent North American M&A Activity¹ ○○●○○○○○

General

Dairy

Ingredients

(USD in millions)

	General	General	General	Dairy	Ingredients
Date Closed	November 30, 2020	November 2, 2020	August 11, 2020	Announced	Announced
Target	The Cholula Food Company Inc.	Certain assets of the H.K. Anderson business of Conagra Brands, Inc.	Non-strategic manufacturing assets of Curation Foods, Inc.	The natural cheese business of The Kraft Heinz Company	Wholesome Sweeteners, Inc.
Target Location					
Target Business Description	The Cholula Food Company Inc manufactures and distributes hot sauce.	The assets include intellectual property related to the H.K. Anderson butter brand.	Non-strategic manufacturing assets of Curation Foods, Inc. (a subsidiary of Landec Corporation) is comprised of food manufacturing operations in Ontario and California.	The natural cheese business of The Kraft Heinz Company comprises brands such as Breakstone's, Knudsen, Polly-O, Athenos, Hoffman's, Cracker Barrel and Cheez Whiz.	Wholesome Sweeteners, Inc. produces, packages and supplies sweeteners and honey.
Acquirer	McCormick & Company, Incorporated	Utz Quality Foods, LLC	Private Buyer	Groupe Lactalis S.A.	Whole Earth Brands, Inc.
Financial Metrics <i>(Where Disclosed)</i>	EV: USD 800.0 LTM Rev.: USD 96.0 EV/Rev.: 8.3x	EV: USD 10.0	EV: USD 4.8	EV: USD 3,200.0 LTM Rev.: USD 1,800.0 LTM EBITDA: USD 266.7 EV/Rev.: 1.8x EV/EBITDA: 12.0x EBITDA Margin: 14.8%	EV: USD 240.5

¹ Includes majority acquisitions and mergers with disclosed financial details. Excludes bankruptcy sales. Source: S&P Global Market Intelligence as of December 31, 2020

Recent North American M&A Activity¹ ○○●○○○○

Ingredients

(USD in millions)

Date Closed	December 30, 2020	December 29, 2020	December 1, 2020	November 3, 2020	October 27, 2020
Target	FONA International Inc.	Mission Flavors & Fragrances, Inc.	The Crisco® oils and shortening business of The J. M. Smucker Company	Verdient Foods Inc.	BDS Natural Products, Inc.
Target Location					
Target Business Description	FONA International Inc. develops and produces flavors for food, beverage and nutritional companies worldwide.	Mission Flavors & Fragrances, Inc. develops custom flavors and fragrance for food beverage companies.	The Crisco® oils and shortening business of The J. M. Smucker Company comprises the vegetable oil brand Crisco and a manufacturing facility and warehouse in Cincinnati, Ohio.	Verdient Foods Inc. produces pulse-based protein concentrates and flours.	BDS Natural Products, Inc. manufactures botanicals and spices.
Acquirer	McCormick & Company, Incorporated	T. Hasegawa U.S.A. Inc.	B&G Foods, Inc.	Ingredion Incorporated	Ramón Sabater, S.A.U.
Financial Metrics <i>(Where Disclosed)</i>	EV: USD 710.0	EV: USD 0.1 LTM Rev.: USD 24.1 EV/Rev.: 0.0x	EV: USD 550.0 LTM Rev.: USD 270.0 EV/Rev.: 2.0x	EV: USD 31.0	LTM Rev.: USD 16.5

¹ Includes majority acquisitions and mergers with disclosed financial details. Excludes bankruptcy sales. Source: S&P Global Market Intelligence as of December 31, 2020

Recent North American M&A Activity¹ ○○○○●○○○

Ingredients

Produce

(USD in millions)

	Ingredients	Ingredients	Produce	Produce
Date Closed	October 1, 2020	Announced	Announced	December 17, 2020
Target	Silva International, Inc.	22 acre greenhouse range located in Kingsville, Ontario	The California farm property of Horizon Farm Enterprises LLC	4,642 acres of farmland located in Tulare County, California
Target Location				
Target Business Description	Silva International, Inc. provides dehydrated vegetable, herb and fruit ingredients to the food industry.	The 22 acre greenhouse range in Kingsville, Ontario grows fresh produce.	The California farm property of Horizon Farm Enterprises LLC produces pistachios and almonds.	The Tulare County, California farmland comprises 3,000 planted acres of almonds, pistachios and organic pomegranates.
Acquirer	Universal Corporation	Green Rise Foods Inc.	Maricopa Orchards, LLC	Gladstone Land Corporation
Financial Metrics <i>(Where Disclosed)</i>	EV: USD 170.0	EV: USD 12.1	EV: USD 8.1	EV: USD 61.5
				EV: USD 3.6

¹ Includes majority acquisitions and mergers with disclosed financial details. Excludes bankruptcy sales. Source: S&P Global Market Intelligence as of December 31, 2020

Recent North American M&A Activity¹ ○○○○○●○○○

Produce






Protein

(USD in millions)

	October 30, 2020	October 1, 2020	September 1, 2020	September 1, 2020	January 25, 2021
Date Closed	October 30, 2020	October 1, 2020	September 1, 2020	September 1, 2020	January 25, 2021
Target	3,280 citrus acres in Hendry County	S-FDF LLC	939 acres of farmland in Maryland's eastern shore and Delaware	Certain assets of Industrial Seed Innovations	Clearwater Seafoods Incorporated
Target Location					
Target Business Description	The Hendry County land comprises 3,280 hectares of citrus plantations.	S-FDF LLC produces freeze dried fruits and vegetables.	The farmland is used to grow vegetables and sod.	The acquired assets include seed varieties, germplasm library and intellectual property.	Clearwater Seafoods Incorporated harvests, processes, markets and distributes seafood worldwide.
Acquirer	Alico, Inc.	Black Ridge Oil & Gas, Inc.	Gladstone Land Corporation	Arcadia Biosciences, Inc.	Premium Brands Holdings Corporation
Financial Metrics <i>(Where Disclosed)</i>	EV: USD 16.5	EV: USD 9.0	EV: USD 7.4	EV: USD 2.1	EV: USD 741.8 LTM Rev.: USD 390.8 LTM EBITDA: USD 68.9 EV/Rev.: 1.9x EV/EBITDA: 10.8x EBITDA Margin: 17.6%

¹ Includes majority acquisitions and mergers with disclosed financial details. Excludes bankruptcy sales. Source: S&P Global Market Intelligence as of December 31, 2020

Recent North American M&A Activity¹ ○○○○○○●○○




	Protein	Specialty-Pet	Non-Alcoholic Beverages		
<i>(USD in millions)</i>					
Date Closed	December 18, 2020	Announced	Announced	Announced	Announced
Target	Assets of VeroBlue Farms	Natural Balance Pet Foods, Inc.	M Line Holdings, Inc.	Gen X Fitness Water	Naturo Group Investments Inc.
Target Location					
Target Business Description	Assets of VeroBlue Farms include property, equipment, tanks, rolling stock, inventory, permits, contracts, customer lists and contracts.	Natural Balance Pet Foods, Inc. produces pet food.	M Line Holdings, Inc. engages in the beverage branding and distribution industry through VEA and TORQUE branded energy drinks in the U.S.	Gen X Fitness Water produces sports beverage products.	Naturo Group Investments Inc. processes and develops beverages and consumer products for in-house brands and white label clients.
Acquirer	NaturalShrimp Incorporated	Nexus Capital Management LP	Ecosciences, Inc.	Virtual Medical International, Inc.	BevCanna Enterprises Inc.
Financial Metrics <i>(Where Disclosed)</i>	EV: USD 10.0	EV: USD 50.0 LTM Rev.: USD 220.0 EV/Rev.: 0.2x	EV: USD 30.0	EV: USD 0.1	EV: USD 18.2

¹ Includes majority acquisitions and mergers with disclosed financial details. Excludes bankruptcy sales. Source: S&P Global Market Intelligence as of December 31, 2020

Recent North American M&A Activity¹ ○○○○○○○●○

Alcoholic Beverages

(USD in millions)


Date Closed	Announced	January 12, 2021	January 5, 2021	November 25, 2020	October 6, 2020
Target	Redneck Riviera	Paul Masson Grande Amber Brandy brand of Constellation Brands, Inc.	Portfolio of wine and spirits brands and winemaking facilities of Constellation Brands Inc.	SweetWater Brewing Company, Inc.	Kona Brewing Co., Inc.
Target Location					
Target Business Description	Redneck Riviera manufactures spirits.	The transaction includes the Paul Masson Grande Amber Brandy brand, related inventory and interests in certain contracts.	The acquired portfolio comprises winemaking facilities and wine and spirits brands. The transaction is a modified agreement, excluding several previously included brands.	SweetWater Brewing Company, Inc. operates as a microbrewery.	Kona Brewing Co., Inc., produces and distributes craft beers.
Acquirer	Redneck Spirits Group, LLC	Sazerac Company, Inc.	E. & J. Gallo Winery	Aphria Inc.	PV Brewing Partners, LLC
Financial Metrics <i>(Where Disclosed)</i>	EV: USD 8.1	EV: USD 265.0	EV: USD 810.0	EV: USD 366.0 LTM Rev.: USD 66.6 LTM EBITDA: USD 22.5 EV/Rev.: 5.5x EV/EBITDA: 16.3x EBITDA Margin: 33.7%	EV: USD 15.8

¹ Includes majority acquisitions and mergers with disclosed financial details. Excludes bankruptcy sales. Source: S&P Global Market Intelligence as of December 31, 2020

Recent North American M&A Activity¹ ○○○○○○○●

Alcoholic Bev.

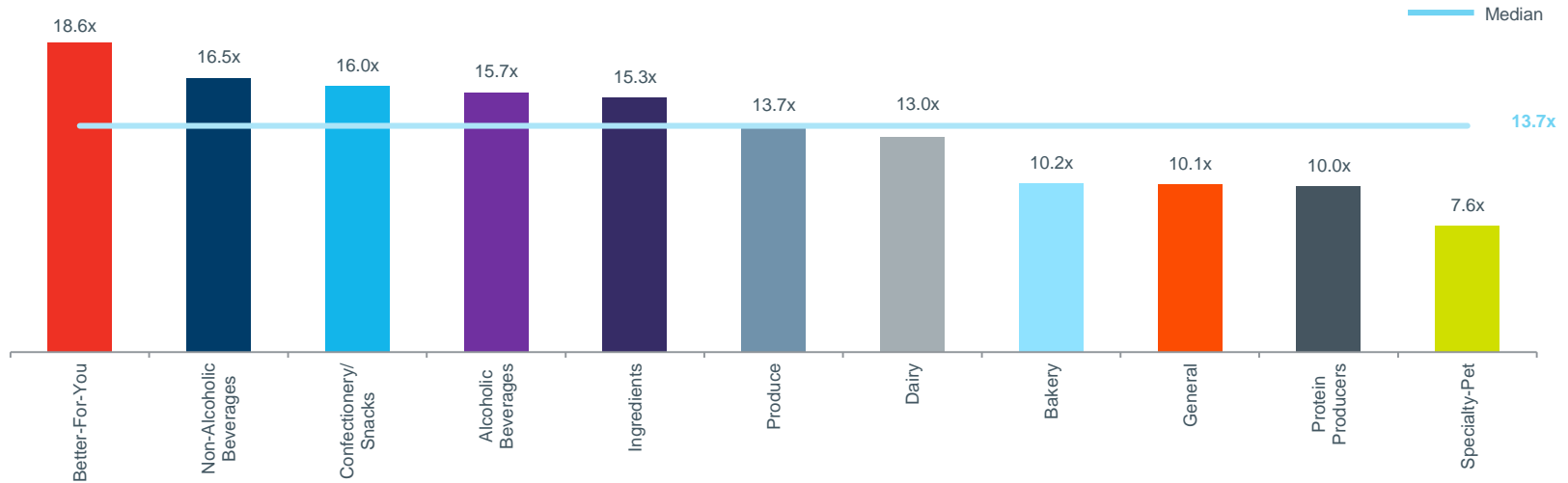
(USD in millions)

Date Closed	September 30, 2020
Target	Craft Brew Alliance, Inc.
Target Location	
Target Business Description	Craft Brew Alliance, Inc. brews and sells craft beers, ciders and seltzers in the U.S. and internationally.
Acquirer	Anheuser-Busch Companies, LLC
Financial Metrics <i>(Where Disclosed)</i>	EV: USD 378.6 LTM Rev.: USD 198.7 LTM EBITDA: USD 8.7 EV/Rev.: 1.9x EV/EBITDA: 43.6x EBITDA Margin: 4.4%

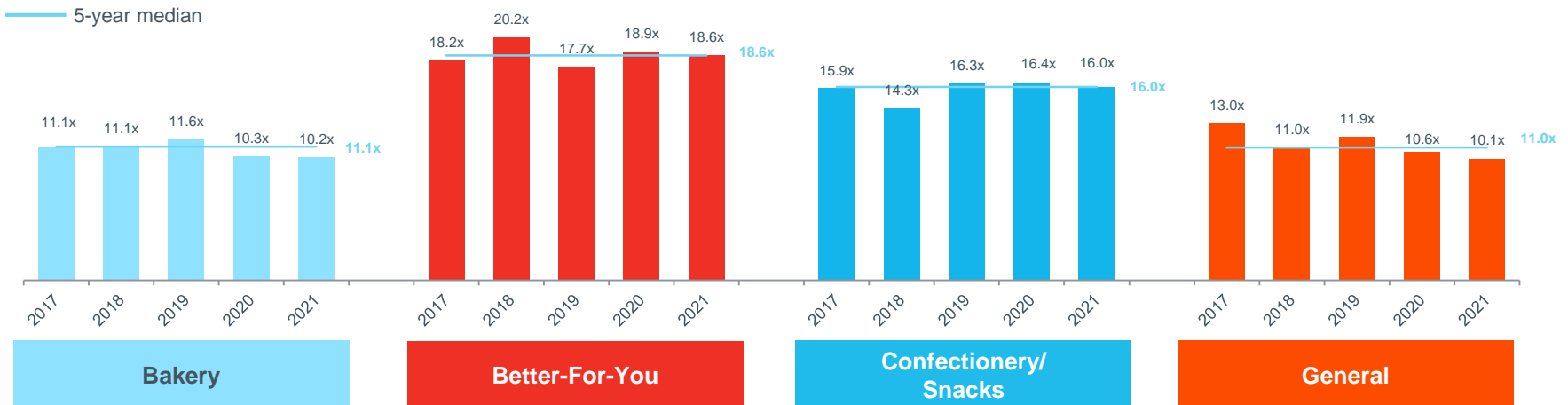
¹ Includes majority acquisitions and mergers with disclosed financial details. Excludes bankruptcy sales. Source: S&P Global Market Intelligence as of December 31, 2020

Public Company Trading Multiples

EV/TTM EBITDA Median Multiples by Subsector as of January 15, 2021



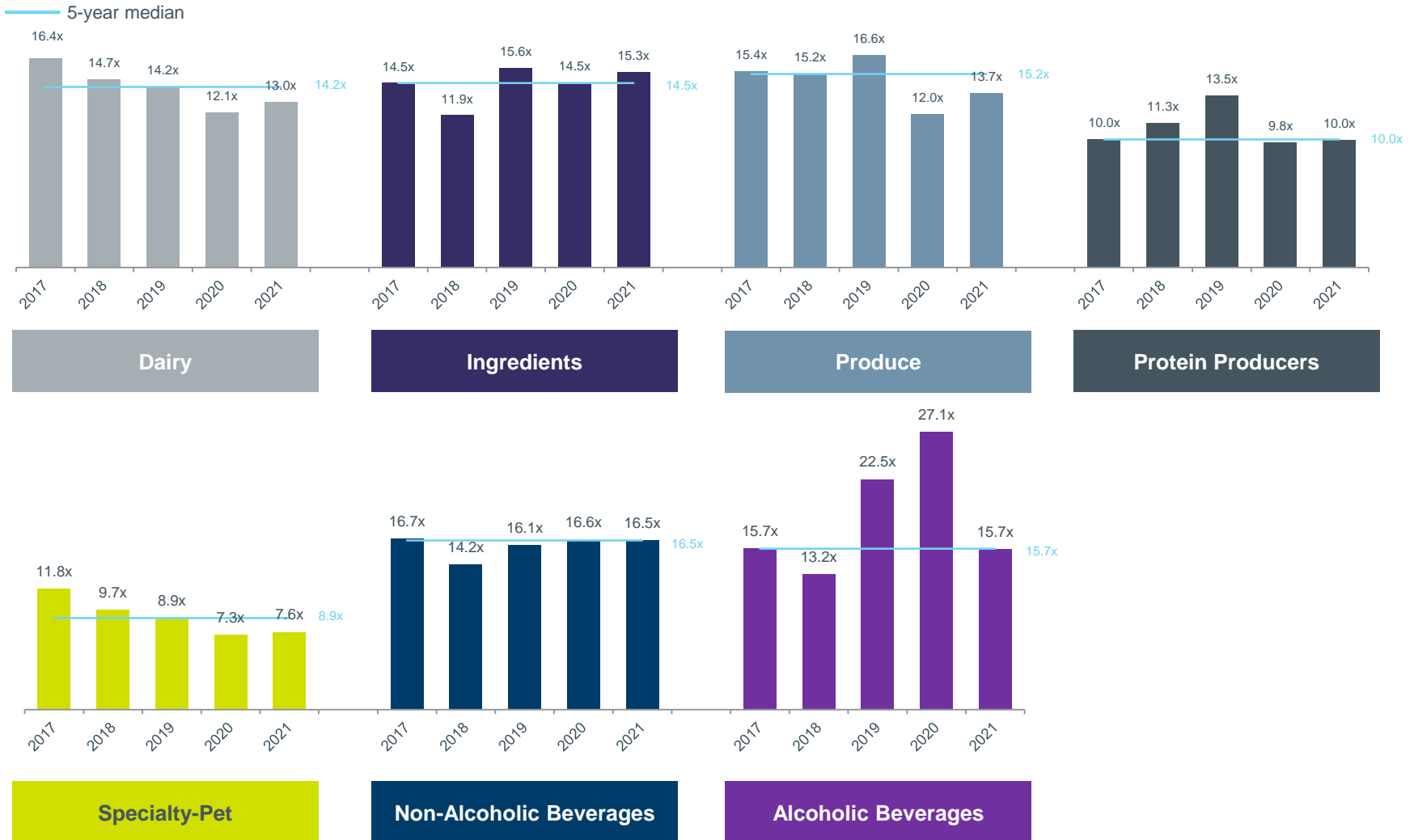
EV/TTM EBITDA Median Multiples – Food and Beverage Subsectors as of January 15, 2021



Note: Sector constituents based on selected comparable companies; certain periods exclude outliers based on Duff & Phelps analysis; EBITDA does not reflect adjustments for extraordinary items
 EV = enterprise value = market capitalization + total debt + preferred equity – cash and short-term investments. TTM = last 12 months. Source: S&P Global Market Intelligence

Public Company Trading Multiples

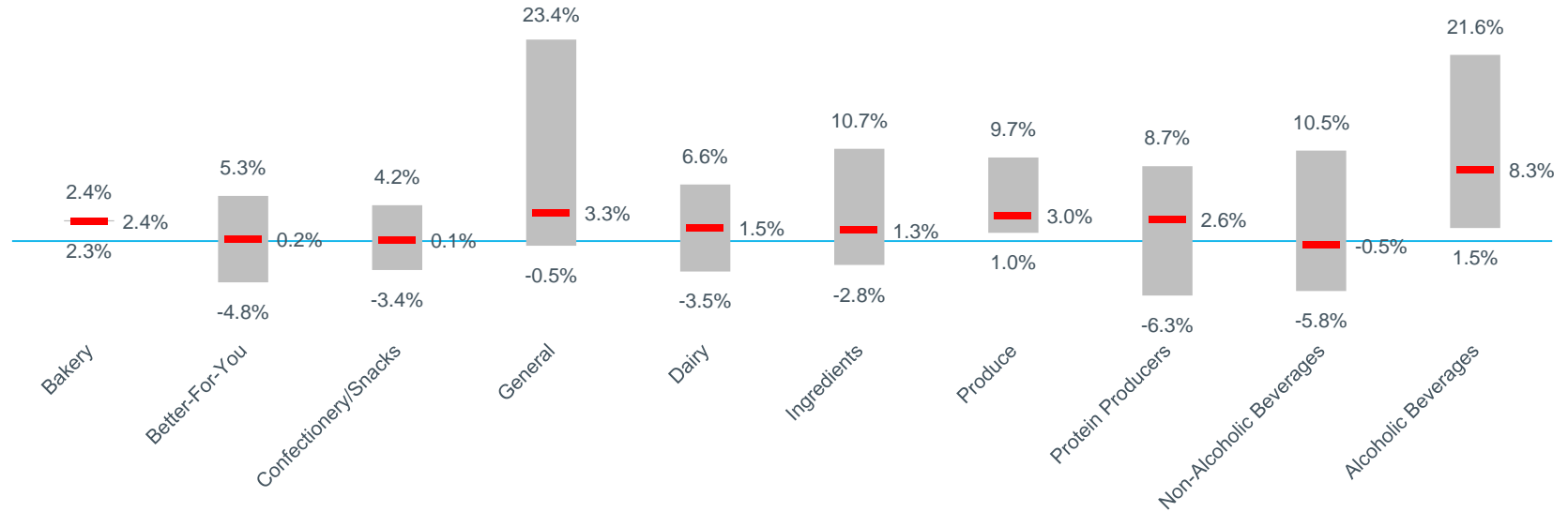
EV/TTM EBITDA Median Multiples – Food and Beverage Subsectors as of January 15, 2021



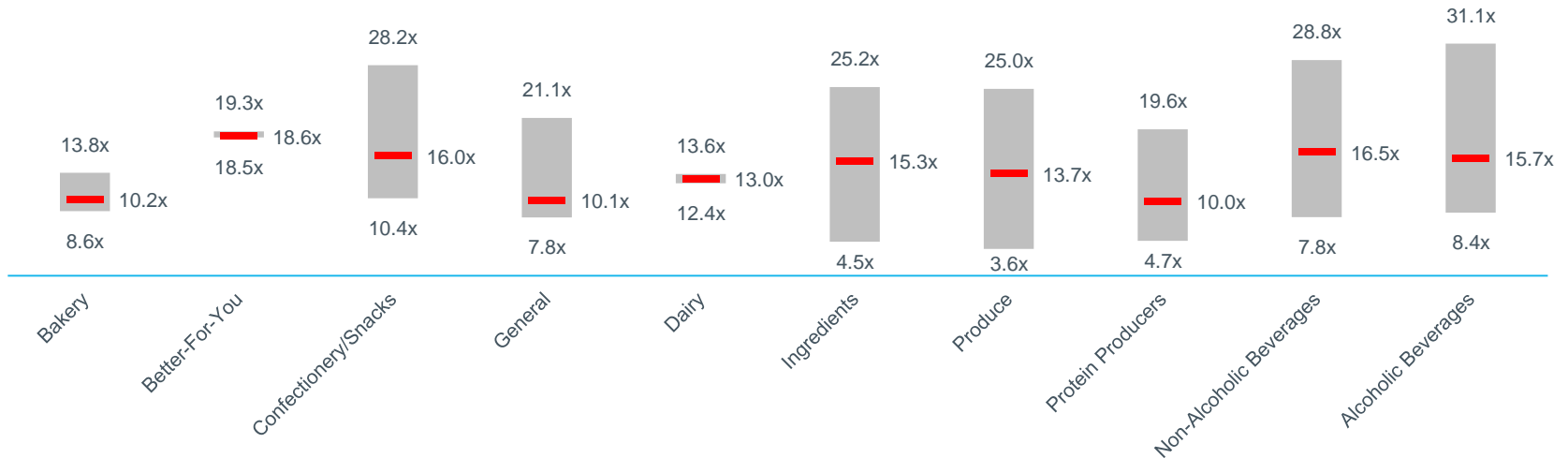
Note: Sector constituents based on selected comparable companies; certain periods exclude outliers based on Duff & Phelps analysis; EBITDA does not reflect adjustments for extraordinary items
 EV = enterprise value = market capitalization + total debt + preferred equity – cash and short-term investments. TTM = last 12 months. Source: S&P Global Market Intelligence

Select Public Company Operating and Trading Statistics

5-Year Revenue Growth Rate (CAGR)¹ – Range and Median (as of January 15, 2021)*



Enterprise Value/TTM EBITDA (by sector)¹ – Range and Median (as of January 15, 2021)*



*Specialty-Pet companies were excluded due to insufficient data

¹The values above represent high, median and low data points for each category as of January 15, 2021.

Source: S&P Global Market Intelligence

Public Company Trading Statistics

(USD in millions, except per share data)

Company	HQ	15-Jan-21 Stock Price	% of 52-Wk High	Market Cap.	Enterprise Value	Operating Metrics (TTM)						Enterprise Value as a Multiple of					
						Revenue	Revenue		Ret. on Assets	Net Debt/ EBITDA	Revenue			EBITDA			
							CAGR, 5-Yr.	Margin			Assets	TTM	2021E	2022E	TTM	2021E	2022E
Bakery																	
George Weston Limited	CA	76.54	87%	11,743	31,162	39,836	2.3%	9.1%	35,949	3.6%	4.3x	0.8x	0.7x	0.7x	8.6x	7.5x	6.9x
Flowers Foods, Inc.	U.S.	22.35	89%	4,729	5,797	4,283	2.4%	13.3%	3,385	6.6%	2.3x	1.4x	1.3x	1.4x	10.2x	11.4x	12.1x
Hostess Brands, Inc.	U.S.	13.74	93%	1,734	2,776	977	NA	20.6%	3,340	2.8%	5.1x	2.8x	2.7x	2.6x	13.8x	11.7x	11.1x
Median			89%	4,729	5,797	4,283	2.4%	13.3%	3,385	3.6%	4.3x	1.4x	1.3x	1.4x	10.2x	11.4x	11.1x
Mean			90%	6,069	13,245	15,032	2.4%	14.3%	14,225	4.3%	3.9x	1.7x	1.6x	1.6x	10.9x	10.2x	10.0x
Better-For-You																	
The Hain Celestial Group, Inc.	U.S.	40.36	98%	4,062	4,420	2,070	-4.8%	11.1%	2,200	4.4%	1.7x	2.1x	2.2x	2.1x	19.3x	18.1x	16.1x
BellRing Brands, Inc.	U.S.	24.10	93%	952	3,633	988	NA	19.8%	654	16.6%	3.5x	3.7x	3.3x	3.0x	18.6x	17.0x	15.3x
The Simply Good Foods Company	U.S.	28.00	87%	2,680	3,188	896	NA	19.1%	2,015	4.6%	3.1x	3.6x	3.4x	3.2x	18.7x	17.9x	16.5x
SunOpta Inc.	CA	12.07	92%	1,083	1,736	1,258	5.3%	7.5%	921	2.7%	6.7x	1.4x	1.4x	1.6x	18.5x	19.2x	21.1x
Whole Earth Brands, Inc.	U.S.	11.92	100%	458	557	(4)	NA	0.0%	540	NA	NA	NM	2.0x	1.3x	NM	10.1x	6.9x
Median			93%	1,083	3,188	988	0.2%	11.1%	921	4.5%	3.3x	2.8x	2.2x	2.1x	18.6x	17.9x	16.1x
Mean			94%	1,847	2,707	1,042	0.2%	11.5%	1,266	7.1%	3.7x	2.7x	2.5x	2.3x	18.8x	16.5x	15.2x
Confectionery/Snacks																	
Mondelez International, Inc.	U.S.	57.22	95%	81,834	99,921	26,196	-3.4%	24.8%	66,249	4.0%	3.4x	3.8x	3.8x	3.6x	15.4x	18.4x	17.3x
The Hershey Company	U.S.	148.46	92%	30,901	34,848	8,033	1.4%	26.1%	9,255	12.4%	1.9x	4.3x	4.3x	4.2x	16.6x	16.6x	16.0x
Post Holdings, Inc.	U.S.	98.82	88%	6,510	12,968	5,699	4.2%	18.9%	12,147	3.6%	6.1x	2.3x	2.2x	2.2x	12.0x	11.2x	10.6x
Utz Brands, Inc.	U.S.	22.49	95%	1,335	2,697	152	NA	0.0%	2,061	-0.3%	NA	17.8x	2.8x	2.4x	NM	20.5x	15.2x
J & J Snack Foods Corp.	U.S.	150.92	80%	2,861	2,645	1,022	0.9%	9.2%	1,057	1.4%	NA	2.6x	2.6x	2.5x	28.2x	25.1x	19.2x
Tootsie Roll Industries, Inc.	U.S.	30.31	78%	2,009	1,816	478	-2.4%	19.2%	982	4.6%	NA	3.8x	NA	NA	19.8x	NA	NA
John B. Sanfilippo & Son, Inc.	U.S.	79.64	84%	909	975	873	-0.8%	10.8%	397	11.8%	0.7x	1.1x	1.1x	1.1x	10.4x	NA	NA
Median			88%	2,861	2,697	1,022	0.1%	18.9%	2,061	4.0%	2.7x	3.8x	2.7x	2.4x	16.0x	18.4x	16.0x
Mean			87%	18,051	22,267	6,064	0.0%	15.6%	13,164	5.4%	3.0x	5.1x	2.8x	2.7x	17.1x	18.4x	15.7x
General																	
The Kraft Heinz Company	U.S.	31.99	88%	39,112	65,036	25,782	13.0%	26.2%	98,122	3.6%	3.8x	2.5x	2.5x	2.6x	9.6x	9.9x	10.7x
General Mills, Inc.	U.S.	56.24	85%	34,387	46,659	18,287	1.1%	22.4%	32,308	6.8%	2.9x	2.6x	2.6x	2.6x	11.4x	12.4x	12.7x
Kellogg Company	U.S.	59.03	81%	20,289	28,458	13,529	-0.5%	18.0%	18,922	6.3%	3.3x	2.1x	2.1x	2.1x	11.7x	12.6x	12.1x
Conagra Brands, Inc.	U.S.	33.86	86%	16,543	26,093	11,517	2.0%	22.2%	22,277	5.8%	3.9x	2.3x	2.4x	2.4x	10.2x	11.0x	11.3x
Campbell Soup Company	U.S.	46.42	81%	14,063	19,662	8,848	2.0%	22.3%	12,417	6.7%	3.3x	2.2x	2.3x	2.4x	10.0x	11.1x	11.2x
The J. M. Smucker Company	U.S.	114.09	91%	13,017	17,909	8,070	3.1%	24.7%	16,930	5.3%	2.6x	2.2x	2.3x	2.4x	9.0x	10.6x	11.4x
Lancaster Colony Corporation	U.S.	174.27	94%	4,799	4,633	1,347	3.4%	16.3%	1,024	10.6%	NA	3.4x	3.4x	3.3x	21.1x	20.5x	18.6x
Premium Brands Holdings Corporation	CA	79.77	96%	3,477	4,378	2,962	23.4%	7.2%	2,431	3.5%	4.4x	1.5x	1.4x	1.2x	20.4x	18.1x	13.6x
TreeHouse Foods, Inc.	U.S.	39.27	73%	2,219	4,322	4,312	5.9%	12.8%	5,386	3.4%	4.3x	1.0x	1.0x	1.0x	7.8x	8.6x	8.2x
B&G Foods, Inc.	U.S.	28.23	88%	1,814	3,598	1,928	17.5%	19.1%	3,279	5.4%	5.0x	1.9x	1.8x	1.8x	9.8x	9.7x	9.1x
Median			87%	13,540	18,785	8,459	3.3%	20.7%	14,673	5.6%	3.8x	2.2x	2.3x	2.4x	10.1x	11.0x	11.3x
Mean			86%	14,972	22,075	9,658	7.1%	19.1%	21,309	5.7%	3.7x	2.2x	2.2x	2.2x	12.1x	12.5x	11.9x

Glossary

CAGR: Compound annual growth rate

EBITDA: Earnings before interest, taxes, depreciation and amortization. EBITDA does not reflect adjustments for extraordinary items.

Enterprise Value: Market capitalization + total debt + preferred equity + minority interest – cash and short-term investments

TTM: Last 12 months

Source: S&P Global Market Intelligence as of January 15, 2021. Companies selected based on being most representative of their specific industry group.

Public Company Trading Statistics

(USD in millions, except per share data)

Company	HQ	15-Jan-21 Stock Price	% of 52-Wk High	Market Cap.	Enterprise Value	Operating Metrics (TTM)						Enterprise Value as a Multiple of					
						Revenue	Revenue CAGR, 5-Yr.	EBITDA Margin	Assets	Ret. on Assets	Net Debt/ EBITDA	Revenue			EBITDA		
												TTM	2021E	2022E	TTM	2021E	2022E
Dairy																	
Saputo Inc.	CA	28.42	86%	11,665	14,625	11,035	6.6%	9.7%	10,223	4.6%	2.8x	1.3x	1.2x	1.2x	13.6x	12.3x	11.2x
Lifeway Foods, Inc.	U.S.	5.83	66%	91	87	100	-3.5%	7.0%	60	3.3%	NA	0.9x	NA	NA	12.4x	NA	NA
Median			76%	5,878	7,356	5,567	1.5%	8.4%	5,142	3.9%	2.8x	1.1x	1.2x	1.2x	13.0x	12.3x	11.2x
Mean			76%	5,878	7,356	5,567	1.5%	8.4%	5,142	3.9%	2.8x	1.1x	1.2x	1.2x	13.0x	12.3x	11.2x
Ingredients																	
Archer-Daniels-Midland Company	U.S.	52.20	97%	29,044	37,448	62,706	-2.8%	5.7%	44,795	2.4%	3.2x	0.6x	0.6x	0.6x	10.4x	11.3x	10.1x
McCormick & Company, Incorporated	U.S.	93.43	89%	24,929	29,022	5,528	5.3%	23.1%	10,861	6.1%	3.4x	5.2x	5.2x	4.9x	22.7x	24.1x	22.4x
Bunge Limited	U.S.	70.66	96%	9,868	17,855	39,577	-2.8%	9.9%	20,761	8.6%	2.1x	0.5x	0.4x	0.4x	4.5x	9.4x	10.5x
International Flavors & Fragrances Inc.	U.S.	117.72	82%	12,588	16,562	5,098	10.7%	21.2%	13,085	3.6%	3.6x	3.2x	3.3x	3.1x	15.3x	15.9x	14.6x
Ingredion Incorporated	U.S.	77.97	78%	5,223	7,111	5,943	1.3%	15.5%	6,464	6.3%	2.1x	1.2x	1.2x	1.1x	7.7x	8.4x	7.8x
Balchem Corporation	U.S.	122.15	92%	3,952	4,080	689	3.4%	23.4%	1,161	6.0%	0.8x	5.9x	5.8x	5.5x	25.2x	23.8x	22.2x
Sensient Technologies Corporation	U.S.	75.13	95%	3,182	3,717	1,316	-0.9%	15.4%	1,714	5.5%	2.6x	2.8x	2.9x	2.9x	18.4x	17.4x	16.2x
Median			92%	9,868	16,562	5,528	1.3%	15.5%	10,861	6.0%	2.6x	2.8x	2.9x	2.9x	15.3x	15.9x	14.6x
Mean			89%	12,684	16,542	17,265	2.0%	16.3%	14,120	5.5%	2.6x	2.8x	2.8x	2.7x	14.9x	15.8x	14.8x
Produce																	
Lamb Weston Holdings, Inc.	U.S.	78.50	81%	11,489	13,505	3,552	NA	22.1%	4,159	8.7%	2.8x	3.8x	3.8x	3.5x	17.2x	17.3x	15.3x
Fresh Del Monte Produce Inc.	U.S.	24.55	66%	1,163	1,927	4,225	1.1%	6.6%	3,281	1.5%	4.0x	0.5x	0.5x	0.4x	6.9x	10.0x	8.7x
Calavo Growers, Inc.	U.S.	73.29	90%	1,296	1,386	1,059	4.3%	5.2%	430	5.1%	1.8x	1.3x	1.3x	1.2x	25.0x	19.9x	15.7x
Mission Produce, Inc.	U.S.	15.64	98%	1,103	1,236	862	NA	10.5%	777	5.8%	0.7x	1.4x	1.4x	1.2x	13.7x	12.0x	10.7x
Lassonde Industries Inc.	CA	140.55	98%	975	1,231	1,415	6.3%	10.6%	1,082	6.4%	1.3x	0.9x	0.8x	0.8x	8.2x	7.4x	7.6x
Rogers Sugar Inc.	CA	4.36	95%	451	740	647	9.7%	11.0%	667	5.2%	4.0x	1.1x	1.1x	1.1x	10.4x	9.1x	8.8x
Seneca Foods Corporation	U.S.	40.10	83%	364	605	1,379	1.6%	12.2%	1,067	6.8%	1.7x	0.4x	NA	NA	3.6x	NA	NA
Landec Corporation	U.S.	10.83	91%	318	514	576	1.0%	4.5%	499	-0.1%	11.4x	0.9x	0.9x	0.9x	19.9x	15.5x	11.4x
Median			90%	1,039	1,233	1,219	3.0%	10.6%	922	5.5%	2.3x	1.0x	1.1x	1.1x	12.0x	12.0x	10.7x
Mean			88%	2,145	2,643	1,714	4.0%	10.3%	1,495	4.9%	3.5x	1.3x	1.4x	1.3x	13.1x	13.0x	11.2x

Public Company Trading Statistics

(USD in millions, except per share data)

Company	HQ	15-Jan-21 Stock Price	% of 52-Wk High	Market Cap.	Enterprise Value	Operating Metrics (TTM)						Enterprise Value as a Multiple of					
						Revenue	Revenue CAGR, 5-Yr.	EBITDA Margin	Assets	Ret. on Assets	Net Debt/ EBITDA	Revenue			EBITDA		
												TTM	2021E	2022E	TTM	2021E	2022E
Protein Producers																	
Tyson Foods, Inc.	U.S.	64.75	71%	23,621	34,201	43,185	0.9%	13.2%	34,741	7.1%	2.1x	0.8x	0.8x	0.8x	6.0x	8.0x	7.4x
Hormel Foods Corporation	U.S.	44.87	85%	24,226	23,858	9,608	0.7%	19.0%	9,908	7.9%	NA	2.5x	2.4x	2.4x	13.1x	17.1x	16.4x
Beyond Meat, Inc.	U.S.	140.10	71%	8,778	8,628	403	NA	0.9%	487	-1.4%	NA	21.4x	21.0x	13.8x	NA	NM	NM
Pilgrim's Pride Corporation	U.S.	19.14	64%	4,662	6,824	12,038	7.6%	6.5%	7,469	2.6%	3.5x	0.6x	0.6x	0.5x	8.8x	8.6x	6.9x
Seaboard Corporation	U.S.	3,322.02	78%	3,856	4,069	6,948	3.1%	7.3%	5,976	1.9%	0.6x	0.6x	NA	NA	8.0x	NA	NA
Maple Leaf Foods Inc.	CA	20.47	85%	2,517	3,149	3,145	5.5%	8.3%	2,833	3.1%	2.6x	1.0x	0.9x	0.9x	12.1x	10.3x	8.9x
Sanderson Farms, Inc.	U.S.	129.25	80%	2,886	2,902	3,564	4.9%	17.5%	1,849	0.9%	0.1x	0.8x	0.8x	0.7x	4.7x	12.3x	8.2x
Cal-Maine Foods, Inc.	U.S.	36.47	78%	1,779	1,610	1,439	-6.3%	9.5%	1,200	3.8%	NA	1.1x	1.2x	1.1x	11.8x	22.4x	11.7x
Clearwater Seafoods Incorporated	CA	6.46	100%	421	755	381	2.0%	17.6%	527	4.3%	4.7x	2.0x	2.0x	1.6x	11.2x	10.8x	8.5x
High Liner Foods Incorporated	CA	8.79	94%	293	596	851	-4.0%	9.9%	776	4.9%	3.6x	0.7x	0.7x	0.7x	7.1x	6.8x	6.7x
Bridgford Foods Corporation	U.S.	17.98	56%	163	190	198	8.7%	4.9%	155	1.9%	2.7x	1.0x	NA	NA	19.6x	NA	NA
Median			78%	2,886	3,149	3,145	2.6%	9.5%	1,849	3.1%	2.6x	1.0x	0.9x	0.9x	10.0x	10.5x	8.4x
Mean			78%	6,655	7,889	7,433	2.3%	10.4%	5,993	3.4%	2.5x	2.9x	3.4x	2.5x	10.2x	12.0x	9.3x
Specialty-Pet																	
Freshpet, Inc.	U.S.	144.61	97%	5,877	5,792	300	22.1%	9.8%	425.94	1.7%	NA	19.3x	5.7x	5.1x	NA	23.1x	17.9x
Central Garden & Pet Company	U.S.	40.98	91%	2,248	2,277	2,696	10.3%	11.1%	2,339	5.7%	0.6x	0.8x	0.9x	0.8x	7.6x	9.2x	8.9x
Median			94%	4,062	4,034	1,498	16.2%	10.5%	1,383	3.7%	0.6x	10.1x	3.3x	3.0x	7.6x	16.1x	13.4x
Mean			94%	4,062	4,034	1,498	16.2%	10.5%	1,383	3.7%	0.6x	10.1x	3.3x	3.0x	7.6x	16.1x	13.4x
Non-Alcoholic Beverages																	
The Coca-Cola Company	U.S.	48.70	81%	209,285	242,729	33,471	-5.8%	36.8%	97,184	6.6%	2.8x	7.3x	7.3x	6.6x	19.7x	22.3x	19.8x
PepsiCo, Inc.	U.S.	141.39	95%	195,395	230,373	68,557	1.3%	18.4%	92,041	7.8%	2.8x	3.4x	3.3x	3.1x	18.3x	17.6x	16.0x
Keurig Dr Pepper Inc.	U.S.	31.86	99%	44,835	59,507	11,431	NA	31.5%	49,381	3.6%	4.2x	5.2x	5.2x	5.0x	16.5x	15.8x	14.6x
Monster Beverage Corporation	U.S.	91.65	96%	48,384	46,731	4,420	10.5%	36.7%	5,698	17.9%	NA	10.6x	10.3x	9.2x	28.8x	27.9x	24.9x
Primo Water Corporation	U.S.	16.30	98%	2,611	4,186	2,488	-2.3%	16.9%	3,661	2.5%	4.2x	1.7x	2.2x	2.0x	10.0x	11.9x	11.1x
National Beverage Corp.	U.S.	88.67	88%	4,136	3,770	1,050	9.4%	22.9%	751	19.7%	NA	3.6x	3.5x	3.3x	15.6x	15.6x	15.2x
Farmer Bros. Co.	U.S.	5.65	37%	99	191	460	-3.3%	5.3%	355	-2.1%	5.0x	0.4x	0.4x	0.4x	7.8x	9.9x	5.6x
Median			95%	44,835	46,731	4,420	-0.5%	22.9%	5,698	6.6%	4.2x	3.6x	3.5x	3.3x	16.5x	15.8x	15.2x
Mean			85%	72,106	83,927	17,411	1.6%	24.1%	35,582	8.0%	3.8x	4.6x	4.6x	4.2x	16.7x	17.3x	15.3x
Alcoholic Beverages																	
Constellation Brands, Inc.	U.S.	219.99	91%	42,524	53,603	8,565	6.1%	40.0%	27,631	6.8%	3.3x	6.3x	6.3x	6.4x	15.7x	17.1x	16.4x
Brown-Forman Corporation	U.S.	73.90	89%	35,367	36,338	3,346	1.5%	35.0%	6,350	11.5%	1.5x	10.9x	10.6x	9.9x	31.1x	31.0x	28.0x
Molson Coors Beverage Company	U.S.	52.54	85%	11,384	19,726	9,846	21.6%	23.7%	28,675	3.2%	3.6x	2.0x	2.0x	1.9x	8.4x	8.8x	8.8x
The Boston Beer Company, Inc.	U.S.	907.22	83%	11,003	10,919	1,577	10.4%	19.6%	1,312	12.6%	NA	6.9x	6.3x	4.6x	NA	34.0x	22.8x
Median			87%	23,376	28,032	5,955	8.3%	29.4%	16,990	9.1%	3.3x	6.6x	6.3x	5.5x	15.7x	24.1x	19.6x
Mean			87%	25,070	30,146	5,833	9.9%	29.6%	15,992	8.5%	2.8x	6.5x	6.3x	5.7x	18.4x	22.7x	19.0x

About Our Food and Beverage Corporate Finance Practice

Duff & Phelps' Consumer group is among the most active middle-market advisors, providing sell-side, buy-side and capital raising services for clients worldwide. With expertise in consumer, food and beverage, restaurant and retail sectors, our professionals have executed more than 100 industry transactions over the past 10 years.

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100+ Consumer M&A and Capital Raise transactions over the past 10 years

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400+ M&A transactions over the past five years

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Sources:

¹Thomson Reuters cumulative data from 2011-2020

²Thomson Financial Securities Data (U.S. deals \$10M < \$150M, including deals without a disclosed value). Full years 2011 through 2020.

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<p>Sell-Side Advisor </p>  <p>a portfolio company of L CATTERTON has been acquired by ARBOR INVESTMENTS </p>	<p>Sell-Side Advisor </p>  <p>has been acquired by SPC SWANDER PACE CAPITAL</p>	<p>Sell-Side Advisor </p>  <p>has been acquired by KAINOS KAINOS CAPITAL, LLC</p>	<p>Sell-Side Advisor </p>  <p>has been acquired by ANHEUSER-BUSCH</p>	<p>Sell-Side Advisor </p>  <p>a portfolio company of GRUPO J has been acquired by Jacarezinho</p>
<p>Sell-Side Advisor </p>  <p>has been acquired by CANADA BREAD</p>	<p>Sell-Side Advisor </p>  <p>has been acquired by US FOODS</p>	<p>Financial Advisor </p>  <p>has secured senior debt financing from a consortium of lenders</p>	<p>Sell-Side Advisor </p>  <p>has been acquired by bond bakery brands</p>	<p>Sell-Side Advisor </p>  <p>functional formularies has been acquired by SPC SWANDER PACE CAPITAL</p>
<p>Sell-Side Advisor </p>  <p>a portfolio company of LINSALATA CAPITAL PARTNERS has been acquired by B&G</p>	<p>Buy-Side Advisor </p>  <p>has acquired OREGON CHERRY GROWERS INC.</p>	<p>Sell-Side Advisor </p>  <p>portfolio companies of GRUPO J has been acquired by el Ciruelo</p>	<p>Sell-Side Advisor </p>  <p>has been acquired by B Premium Brands</p>	<p>Sell-Side Advisor </p>  <p>a division of BEVERAGE INNOVATIONS has been acquired by bevolution group</p>

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<p>Sell-Side Advisor </p> <p></p> <p>has sold its Houston-area operations to</p> <p></p>	<p>Sell-Side Advisor </p> <p></p> <p>VITATECH NUTRITIONAL SCIENCES, INC.</p> <p>has been acquired by</p> <p></p>	<p>Sell-Side Advisor </p> <p></p> <p>has been acquired by</p> <p></p>	<p>Sell-Side Advisor </p> <p>NEOCELL</p> <p>has been acquired by</p> <p></p>	<p>Sell-Side Advisor </p> <p></p> <p>has been acquired by</p> <p></p>
<p>Sell-Side Advisor </p> <p></p> <p>has been acquired by</p> <p></p>	<p>Sell-Side Advisor </p> <p></p> <p>has merged with</p> <p></p> <p>a portfolio company of</p> <p></p>	<p>Sell-Side Advisor </p> <p></p> <p>has been acquired by</p> <p></p>	<p>Sell-Side Advisor </p> <p></p> <p>has been acquired by</p> <p></p>	<p>Sell-Side Advisor </p> <p></p> <p>has been acquired by</p> <p></p>

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About Duff & Phelps

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