

PEAKSTONE

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Food and Beverage Industry Insight

October 2017

Food and Beverage M&A Update

Food and Beverage categories continue to be active in M&A activity

For 2017 YTD, total U.S. F&B announced transactions of 365 deals are on track to exceed 2016 record levels of 380

Select Recent Notable Publicly Announced U.S. M&A Transactions

Date	Status	Target	Transaction Size	Buyer
Oct-2017	Announced		\$600 million	
Sep-2017	Closed	 	Undisclosed	
Jun-2017	Announced		\$14.62 billion	
Dec-2016	Closed	 	Undisclosed	
Mar-2016	Closed	 	Undisclosed	

Labriola sold to J&J Snack Foods



Peakstone served as exclusive financial advisor to Labriola Baking Company, in connection with its sale to J&J Snack Foods, Corp., a leader and innovator in the snack food industry with a \$2.4 billion public market capitalization. The transaction is Peakstone's fifth closed sale in 2017 to a multi-billion public company and represents our ability to access large strategic buyers on behalf of our clients.

Labriola Baking Company is a premium baker of breads and artisan soft pretzels, located in Alsip, IL. Labriola Baking began in 1993 as a local delivery bakery in the Chicago suburbs and grew into a nationwide provider of superior prebaked breads, rolls, and soft pretzels for retail instore bakery and foodservice outlets. The company was sold by an investor group that was led by Plaza Belmont of Kansas City, which focuses on food related investment.

J&J Snack Foods manufactures and distributes nutritional and affordable branded niche snack foods and beverages to foodservice and retail supermarket outlets nationwide. Jerry Law, J&J's Senior Vice President, commented, "Labriola was built upon high quality, authentic products. We have been a longtime admirer and we're eager to have Labriola join our J&J Snack Foods family of brands and bakeries. We look forward to marrying Labriola's quality product offerings with our current portfolio, thus providing additional opportunities for our customers and consumers."

Peakstone's dedicated Food & Beverage industry team executed a highly targeted marketing process that resulted in a rapid mandate-to-close timeline. This group completes numerous transactions in the F&B sector each year.

Terms of the transaction were not disclosed.

Expect Significant Impact from Amazon's Whole Foods Acquisition



Shares, Store Count to Decline as Fresh, Limited Assortment, E-Commerce Grows

Market Share and Store Count Forecasts (Grocery and Consumables)

	2016 Dollar Share	2021 Dollar Share	Change in Dollar Share	2016 Store Counts	2021 Store Counts	% Change in Store Counts
Total Traditional Grocery	44.1%	44.4%	0.2%	40,498	36,210	-10.6%
Traditional Supermarkets	36.5%	33.7%	-2.8%	25,380	19,132	-24.6%
Fresh Format	1.5%	2.8%	1.3%	1,547	2,290	48.0%
Limited Assortment	3.1%	4.4%	1.3%	4,093	4,963	21.3%
Super Warehouse	2.0%	2.3%	0.3%	730	947	29.7%
Other (Small Grocery)	1.1%	1.2%	0.1%	8,748	8,878	1.5%
Total C-Stores	16.1%	16.5%	0.5%	161,052	162,836	1.1%
Convenience (w/gas)*	13.7%	14.1%	0.4%	130,755	132,203	1.1%
Convenience (w/o gas)	2.3%	2.4%	0.1%	30,297	30,633	1.1%
Total Non-Traditional Grocery	39.8%	39.1%	-0.7%	62,634	70,407	12.4%
Wholesale Club	9.0%	9.6%	0.6%	1,472	1,613	9.6%
Supercenter	18.9%	19.4%	0.5%	4,106	4,560	11.1%
Dollar	2.8%	2.8%	0.0%	30,496	37,964	24.5%
Drug	5.1%	4.5%	-0.6%	23,607	24,202	2.5%
Mass	3.5%	2.5%	-1.0%	2,775	1,904	-31.4%
Military	0.4%	0.3%	-0.1%	178	164	-8.1%
Total All Formats	100%	100.0%		264,185	269,453	2.0%

- Amazon and Whole Foods will change and shape the future of “Big Food”, traditional retail grocery, and many other industries
- Signals the first acquisition of a major online company buying a major offline company
- The next generation of grocery shopping will be a hybrid approach of purchasing online and in-store
- Multi-channel and technology strategy will matter more than ever
- Online grocery is driven by small, natural, clean food, and specialty diets such as vegan or gluten free
- Meal kits and fresh prepared foods/meals appeal especially to millennials seeking convenience
- “Big Food” is actively seeking acquisitions to satisfy consumer desire for variety in food and shopping

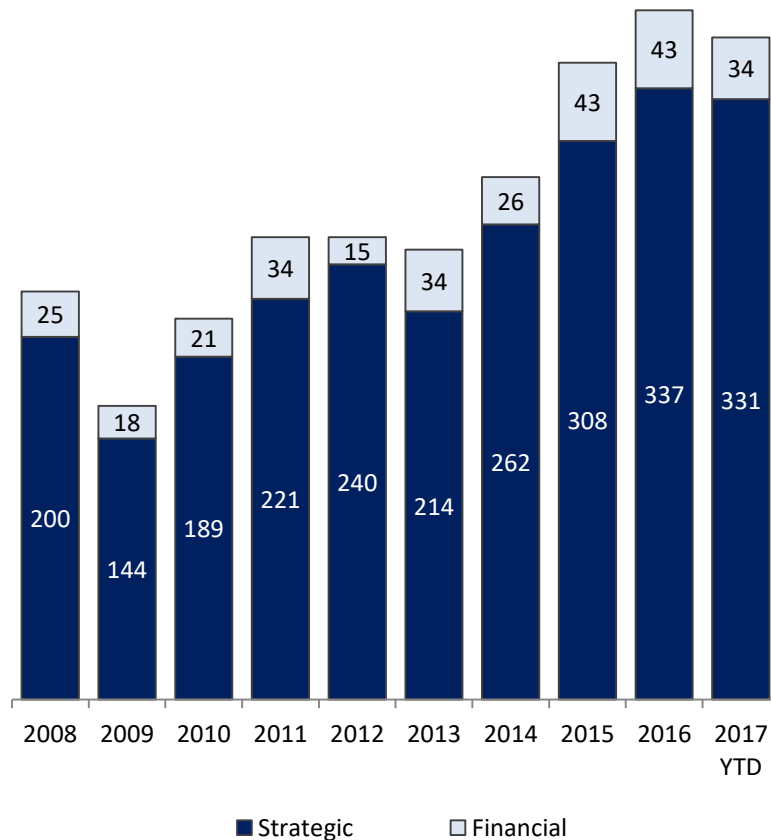
- In 2016 traditional supermarkets accounted for \$440 billion of the \$795 billion total food and beverage market
- E-commerce sales accounted for \$33 billion, or 4% in 2016; by 2021, e-commerce is forecasted to grow to 8%
- Limited assortment stores like Trader Joe’s and Aldi will also take share of market
- Forecast is that one in four traditional grocery stores will not be around in five years

Source: Inmar Industry Outlook Study 2021.

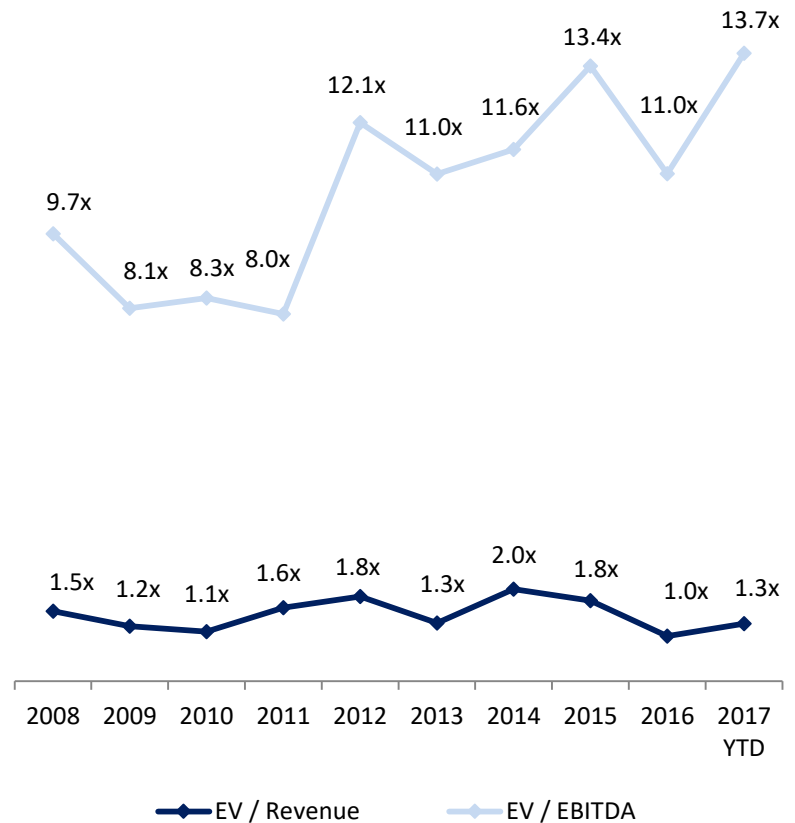
U.S. F&B - M&A Market Overview

U.S. F&B industry transaction activity has been strong

U.S. F&B Transactions by Buyer Type



U.S. F&B Transaction Multiples

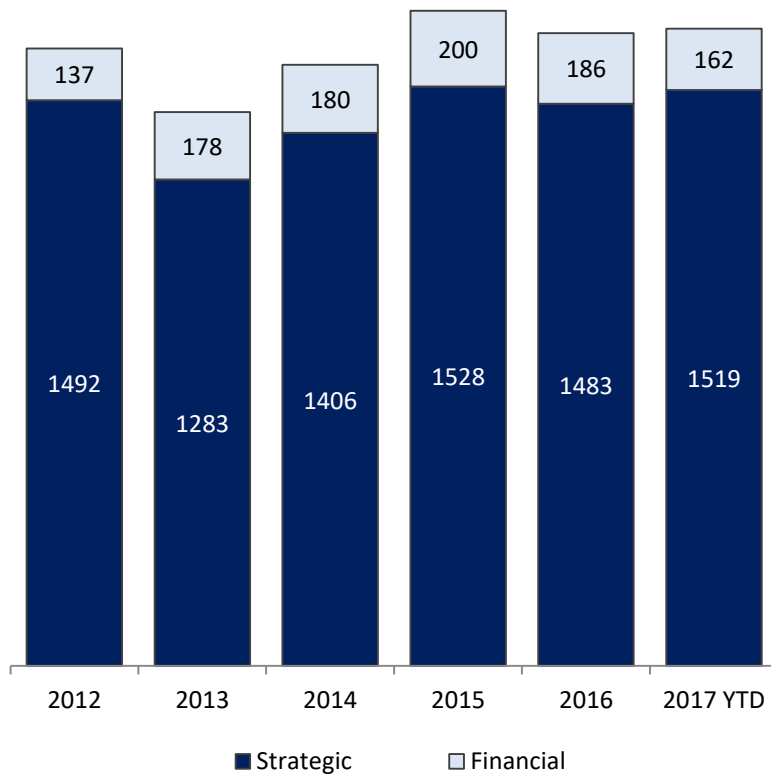


Source: Peakstone & Capital IQ.

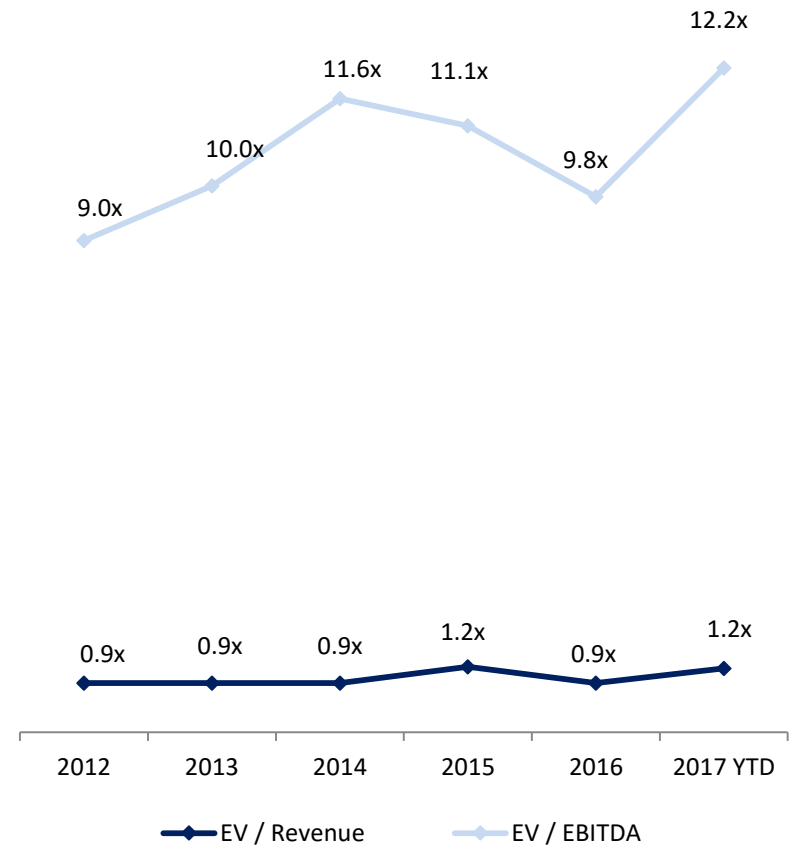
International F&B - M&A Market Overview

International F&B industry M&A activity has been strong

International F&B Transactions by Buyer Type

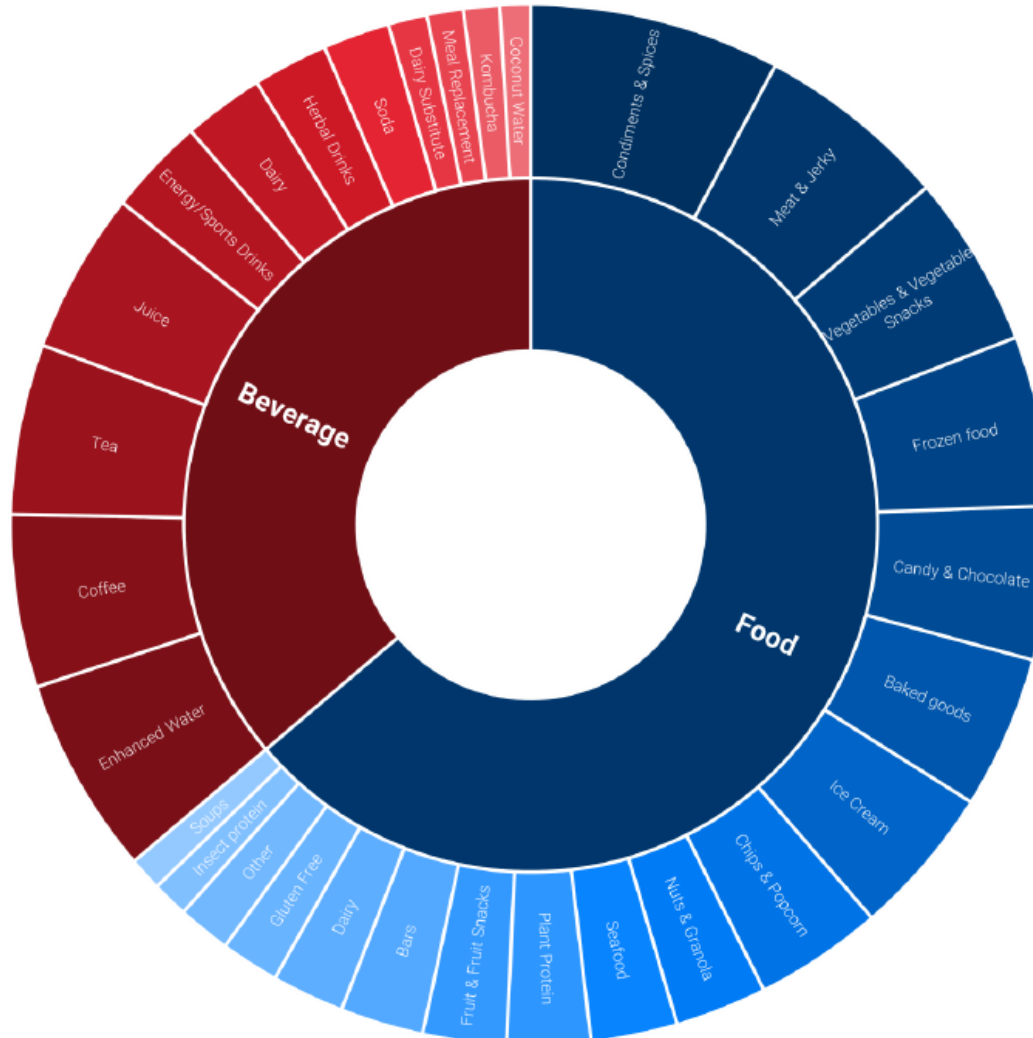


International F&B Transaction Multiples



Source: Peakstone & Capital IQ.

Food & Beverage Deals by Product Category

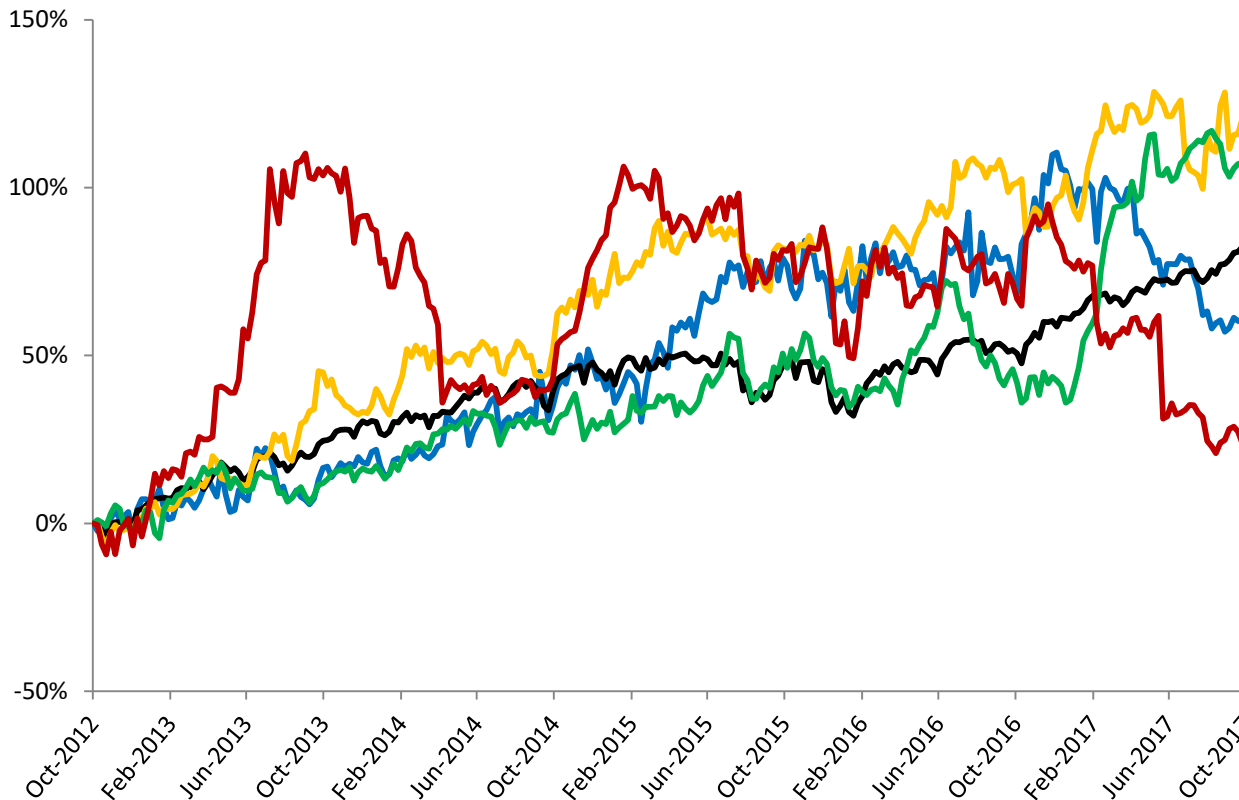


Source: Industry research.

Peakstone Food and Beverage Index - Trading Statistics

F&B categories have performed well compared to the S&P 500

Relative Stock Performance



Food Ingredients: 117%
Beverage Products: 101%
S&P 500: 83%
Food Production: 68%
Food Retail: 22%

Peakstone Food Production Index
ABF, ARYN, BGS, BIMBO A, BN, BRID, CAG, CALM, CPB, CVGW, DF, FDP, FLO, GIS, HAIN, HRL, HSY, JBSS, JBSS3, JJSF, K, KHC, LANC, LNCE, LOTB, MDLZ, MKC, NESN, POST, PPC, SAFM, SAP, SENE.A, SIM, SNAK, THS, TR, TSN, UNA, WN

Peakstone Food Ingredients Index
BARN, FRUT, GIVN, IFF, KRZ, SXT, SY1, 4914, 4958

Peakstone Beverage Production Index
ABI, BCB, BF.B, COKE, DGE, DPS, FARM, FIZZ, JSDA, KO, LWAY, MNST, PEP, SAM, STZ, TAP

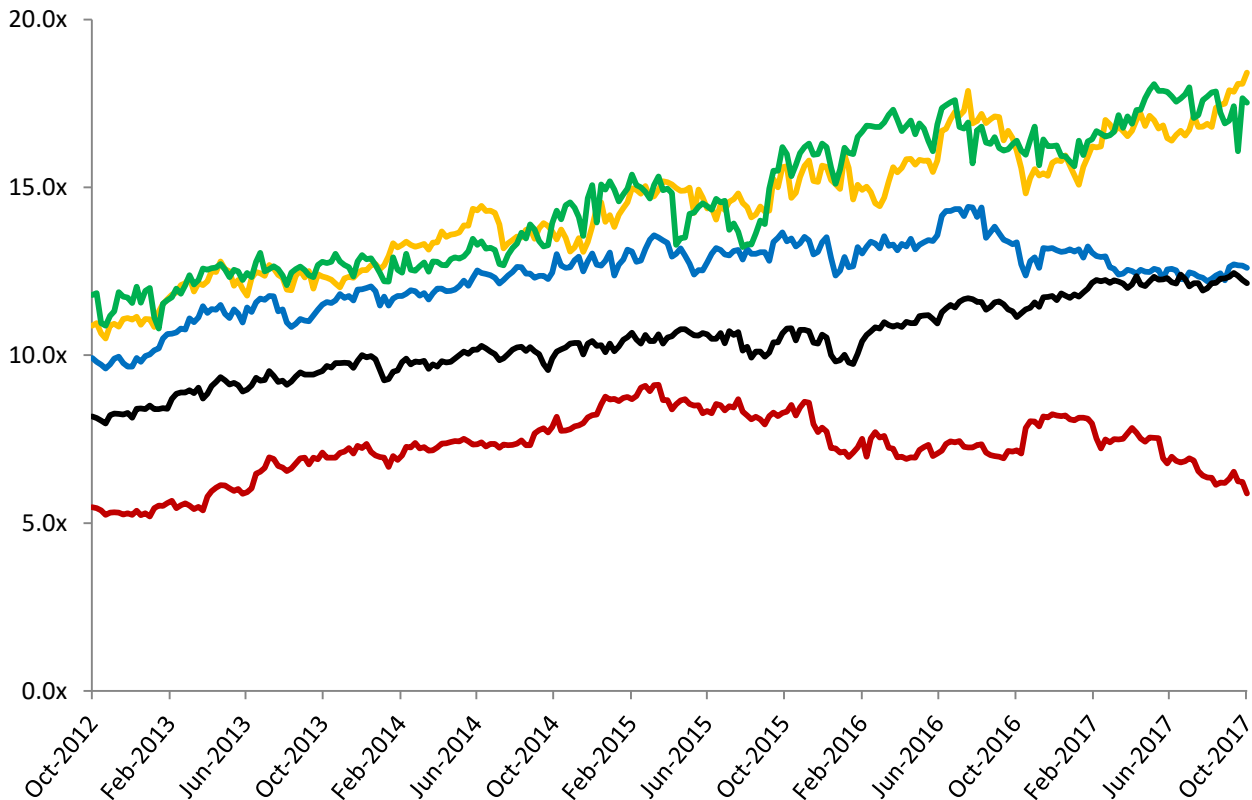
Peakstone Food Retail Index
IMKT.A, KR, NGVC, SFM, SFS, SPTN, SVU, UNFI, VLGE.A, WMK

Source: Capital IQ, data as of 10/26/2017.

Peakstone Food and Beverage Index - Trading Statistics

F&B categories have performed well compared to the S&P 500

Comparable Valuation Trends – Enterprise Value / EBITDA



Food Ingredients: 18.4x

Beverage Products: 17.5x

S&P 500: 12.1x

Food Production: 12.6x

Food Retail: 5.9x

Peakstone Food Production Index

ABF, ARYN, BGS, BIMBO A, BN, BRID, CAG, CALM, CPB, CVGW, DF, FDP, FLO, GIS, HAIN, HRL, HSY, JBSS, JBSS3, JJSF, K, KHC, LANC, LNCE, LOTB, MDLZ, MKC, NESN, POST, PPC, SAFM, SAP, SENE.A, SIM, SNAK, THS, TR, TSN, UNA, WN

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Peakstone Food Retail Index

IMKT.A, KR, NGVC, SFM, SFS, SPTN, SVU, UNFI, VLGE.A, WMK

Source: Capital IQ, data as of 10/26/2017.

Selected Public Trading Comparables

Selected Public Trading Comparables								
Company Name	Market Cap	Enterprise Value	Enterprise Value /			Forward P/E Ratio	Gross Margin %	EBITDA Margin %
			Revenue	EBITDA	EBIT			
<i>(\$ in millions)</i>								
Food Production								
Nestlé S.A.	\$256,166	\$277,314	3.1x	15.3x	18.4x	22.5x	51%	19%
Unilever N.V.	\$152,606	\$169,205	2.7x	15.0x	17.2x	20.5x	44%	18%
The Kraft Heinz Company	\$94,171	\$124,027	4.7x	15.0x	17.3x	20.7x	38%	32%
Mondelez International, Inc.	\$61,678	\$79,351	3.1x	17.2x	20.9x	18.3x	39%	17%
Danone	\$50,771	\$72,003	2.7x	15.0x	18.5x	19.3x	50%	18%
General Mills, Inc.	\$29,417	\$40,031	2.6x	11.8x	14.1x	16.6x	36%	21%
Associated British Foods plc	\$34,683	\$36,769	1.8x	14.3x	19.9x	24.9x	23%	12%
Kellogg Company	\$20,898	\$34,542	2.3x	12.7x	16.4x	15.0x	38%	18%
Tyson Foods, Inc.	\$26,160	\$28,884	1.0x	9.7x	11.9x	12.8x	13%	10%
Grupo Bimbo, S.A.B. de C.V.	\$11,100	\$25,297	1.1x	9.0x	12.6x	26.4x	54%	12%
The Hershey Company	\$21,854	\$24,749	3.3x	14.4x	17.4x	20.3x	45%	23%
JBS S.A.	\$6,428	\$22,327	0.4x	5.8x	8.9x	6.4x	13%	8%
George Weston Limited	\$10,929	\$18,187	0.7x	8.3x	13.0x	15.4x	29%	8%
ConAgra Foods, Inc.	\$13,636	\$17,528	2.2x	11.5x	13.9x	17.5x	30%	18%
The J. M. Smucker Company	\$11,829	\$16,871	2.3x	10.5x	14.2x	13.2x	38%	22%
Campbell Soup Company	\$14,281	\$16,762	2.2x	8.8x	10.4x	15.6x	39%	25%
Hormel Foods Corporation	\$16,030	\$15,650	1.7x	10.8x	11.9x	19.0x	22%	15%
McCormick & Company, Incorporated	\$12,965	\$14,917	4.0x	21.8x	24.8x	22.0x	41%	17%
Saputo Inc.	\$13,525	\$14,608	1.6x	14.1x	16.8x	21.5x	12%	12%
Pilgrim's Pride Corporation	\$7,724	\$9,580	1.1x	8.9x	11.0x	11.7x	13%	12%
Post Holdings, Inc.	\$5,459	\$8,875	1.9x	10.7x	16.4x	20.7x	30%	18%
The Hain Celestial Group, Inc.	\$3,851	\$6,246	1.6x	17.1x	23.3x	22.2x	19%	9%
Snyder's-Lance, Inc.	\$3,662	\$4,798	2.2x	18.1x	28.6x	31.0x	37%	12%
Lancaster Colony Corporation	\$3,481	\$4,775	2.8x	15.2x	17.2x	26.3x	26%	18%
Flowers Foods, Inc.	\$3,927	\$4,767	1.2x	11.6x	17.9x	21.4x	49%	10%

Source: Capital IQ, data as of 10/26/2017.

Selected Public Trading Comparables (continued)

Selected Public Trading Comparables								
Company Name	Market Cap	Enterprise Value	Enterprise Value /			Forward P/E Ratio	Gross Margin %	EBITDA Margin %
			Revenue	EBITDA	EBIT			
Treehouse Foods, Inc.	\$3,802	\$4,454	1.0x	9.7x	17.2x	19.3x	19%	10%
Fresh Del Monte Produce Inc.	\$2,439	\$3,958	0.7x	9.2x	12.7x	14.6x	10%	7%
ARYZTA AG	\$2,797	\$3,324	1.1x	9.5x	29.7x	15.8x	18%	11%
Lotus Bakeries NV	\$2,031	\$2,924	3.6x	18.5x	21.3x	27.2x	40%	20%
B&G Foods Inc.	\$2,188	\$2,666	2.6x	12.6x	14.6x	15.3x	31%	21%
J&J Snack Foods Corp.	\$2,486	\$2,344	2.3x	15.6x	21.3x	29.7x	30%	15%
Tootsie Roll Industries Inc.	\$2,272	\$2,151	4.1x	18.8x	22.4x	0.0x	38%	22%
Sanderson Farms, Inc.	\$3,322	\$2,143	0.9x	5.6x	6.8x	12.7x	20%	16%
Cal-Maine Foods, Inc.	\$2,166	\$2,052	1.9x	NM	NM	34.7x	7%	-5%
Dean Foods Company	\$905	\$1,777	0.2x	4.7x	8.9x	11.3x	24%	5%
Calavo Growers Inc.	\$1,232	\$1,262	1.2x	19.2x	22.5x	26.9x	11%	7%
John B Sanfilippo & Son Inc.	\$779	\$836	1.0x	11.4x	14.5x	21.4x	17%	9%
Seneca Foods Corp.	\$349	\$778	0.6x	16.4x	39.9x	0.0x	7%	4%
Inventure Foods, Inc.	\$79	\$167	0.7x	50.4x	NM	NM	13%	1%
Food Production Median	\$6,428	\$9,580	1.9x	12.5x	17.2x	19.3x	30%	15%
Food Ingredients								
Givaudan SA	\$20,465	\$21,895	4.5x	22.0x	25.6x	26.6x	45%	21%
Kerry Group plc	\$17,486	\$18,964	2.6x	19.3x	23.6x	23.8x	47%	14%
International Flavors & Fragrances Inc.	\$11,846	\$13,255	4.1x	19.7x	23.5x	25.0x	45%	21%
Symrise AG	\$10,034	\$11,755	3.4x	16.5x	24.3x	29.7x	41%	21%
Barry Callebaut AG	\$8,411	\$9,887	1.5x	18.4x	23.2x	26.7x	13%	8%
Frutarom Industries Ltd.	\$4,722	\$5,236	4.3x	22.2x	26.7x	27.9x	39%	19%
Sensient Technologies Corporation	\$3,417	\$4,020	2.9x	15.4x	18.8x	20.6x	35%	19%
Takasago International Corporation	\$687	\$1,023	0.9x	9.4x	16.9x	13.1x	32%	9%
T. Hasegawa Co., Ltd.	\$867	\$730	1.8x	9.5x	14.6x	22.0x	39%	18%
Food Ingredients Median	\$8,411	\$9,887	2.9x	18.4x	23.5x	25.0x	39%	19%

Source: Capital IQ, data as of 10/26/2017.

Selected Public Trading Comparables (continued)

Selected Public Trading Comparables								
Company Name	Market Cap	Enterprise Value	Enterprise Value /			Forward P/E Ratio	Gross Margin %	EBITDA Margin %
			Revenue	EBITDA	EBIT			
<i>(\$ in millions)</i>								
Beverage Production								
Anheuser-Busch InBev SA/NV	\$231,690	\$349,490	6.4x	17.5x	21.0x	24.4x	61%	36%
The Coca-Cola Company	\$196,971	\$218,747	5.9x	18.6x	21.1x	23.9x	62%	29%
Pepsico, Inc.	\$157,474	\$178,326	2.8x	14.2x	17.1x	20.3x	55%	20%
Constellation Brands Inc.	\$41,442	\$98,296	6.7x	18.4x	20.4x	24.1x	51%	36%
Monster Beverage Corporation	\$32,244	\$50,280	9.8x	24.4x	25.2x	35.8x	65%	40%
Molson Coors Brewing Company	\$17,315	\$31,142	3.3x	13.8x	19.7x	14.0x	42%	22%
Brown-Forman Corporation	\$21,712	\$28,894	7.8x	21.9x	23.2x	29.3x	67%	35%
Dr Pepper Snapple Group, Inc.	\$15,610	\$23,702	3.0x	12.7x	14.8x	18.3x	60%	24%
National Beverage Corp.	\$4,422	\$20,028	4.9x	22.4x	24.1x	30.8x	40%	22%
Coca-Cola Bottling Co. Consolidated	\$2,090	\$4,319	0.9x	12.9x	26.9x	23.7x	38%	7%
Cott Corporation	\$2,107	\$4,241	1.2x	11.3x	38.5x	83.6x	34%	10%
Lifeway Foods Inc.	\$161	\$3,259	1.3x	24.4x	44.3x	62.8x	29%	5%
Farmer Brothers Co.	\$542	\$2,023	1.0x	12.8x	26.8x	65.3x	39%	8%
Jones Soda Co.	\$18	\$564	1.3x	NM	NM	0.0x	26%	-2%
Beverage Production Median	\$16,462	\$26,298	3.2x	17.5x	23.2x	24.2x	46%	22%

Source: Capital IQ, data as of 10/26/2017.

Selected Public Trading Comparables (continued)

Selected Public Trading Comparables								
Company Name	Market Cap	Enterprise Value	Enterprise Value /			Forward P/E Ratio	Gross Margin %	EBITDA Margin %
			Revenue	EBITDA	EBIT			
Food Retail								
The Kroger Co.	\$18,520	\$31,734	0.3x	5.7x	10.3x	10.6x	23%	5%
Sprouts Farmers Market, Inc.	\$2,454	\$2,889	0.7x	9.8x	13.9x	18.4x	29%	7%
United Natural Foods, Inc.	\$1,970	\$2,340	0.3x	7.3x	10.0x	14.3x	15%	3%
SpartanNash Company	\$940	\$2,228	0.2x	6.9x	10.9x	11.1x	14%	3%
SUPERVALU Inc.	\$622	\$1,577	0.2x	4.6x	8.0x	6.4x	14%	4%
Ingles Markets, Incorporated	\$489	\$1,352	0.3x	5.9x	11.5x	10.3x	24%	6%
Smart & Final Stores, Inc.	\$463	\$1,065	0.2x	7.7x	24.5x	11.6x	17%	3%
Weis Markets, Inc.	\$1,040	\$1,011	0.3x	5.8x	11.0x	0.0x	27%	5%
Village Super Market Inc.	\$351	\$307	0.2x	4.7x	7.5x	0.0x	27%	4%
Natural Grocers by Vitamin Cottage, Inc.	\$114	\$168	0.2x	3.9x	11.5x	16.7x	28%	6%
Food Retail Median	\$781	\$1,465	0.2x	5.9x	10.9x	10.8x	23%	4%
Food and Beverage Total Median	\$4,572	\$7,560	1.8x	12.9x	17.3x	20.3x	31%	13%

Source: Capital IQ, data as of 10/26/2017.

Selected U.S. F&B Industry Transactions

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
10/06/2017	Omega Protein Corporation (NYSE:OME)	\$510	Cooke Inc.	6.2x	Cooke Inc. signed a definitive agreement to acquire Omega Protein Corporation (NYSE:OME) for approximately \$500 million on October 5, 2017.
10/06/2017	Chicago Bar Company LLC	\$600	Kellogg Company (NYSE:K)	-	Kellogg Company (NYSE:K) entered into an agreement to acquire Chicago Bar Company LLC for \$600 million on October 6, 2017.
09/19/2017	Bob Evans Farms, Inc. (NasdaqGS:BOBE)	\$1,634	Post Holdings, Inc. (NYSE:POST)	25.0x	Post Holdings, Inc. (NYSE:POST) entered into a definitive agreement to acquire Bob Evans Farms, Inc. (NasdaqGS:BOBE) for \$1.5 billion on September 18, 2017. Under the terms of the consideration, Post Holdings will acquire Bob Evans for \$77 per share.
08/17/2017	Capitol Wholesale Meats, Inc.	\$425	Hormel Foods Corporation (NYSE:HRL)	-	Hormel Foods Corporation (NYSE:HRL) acquired Capitol Wholesale Meats, Inc. from Fontanini family for approximately \$430 million on August 16, 2017. The purchase price is subject to customary working capital adjustment.
07/25/2017	Traditional Carbonated Soft Drinks & Juice business in US, Canada, Mexico and UK	\$1,250	Refresco Group N.V. (ENXTAM:RFRG); Refresco US Holding Inc.	-	Refresco Group N.V. (ENXTAM:RFRG) ('Refresco') and its subsidiary Refresco US Holding Inc. acquire a traditional carbonated soft drinks & juice business on July 25, 2017.
07/20/2017	East Balt, Inc.	\$650	Grupo Bimbo, S.A.B. de C.V. (BMV:BIMBO A)	9.3x	Grupo Bimbo, S.A.B. de C.V. (BMV:BIMBO A) entered into an agreement to acquire East Balt, Inc. from OEP Capital Advisors, L.P. for \$650 million on July 20, 2017. The transaction was cash and debt free.
07/18/2017	French's Food companies and Tigers Milk LLC	\$4,200	McCormick & Company, Incorporated (NYSE:MKC)	-	McCormick & Company, Incorporated (NYSE:MKC) signed a definitive agreement to acquire French's Food companies and Tigers Milk LLC (Food business) from Reckitt Benckiser LLC and The R.T. French's Food Group Limited for \$4.2 billion on July 18, 2017.

Source: Capital IQ.

Selected U.S. F&B Industry Transactions (continued)

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
07/06/2017	Pacific Foods of Oregon, Inc.	\$700	Campbell Investment Company	-	Campbell Investment Company entered into securities purchase agreement to acquire Pacific Foods of Oregon, Inc. for \$700 million on July 6, 2017.
07/03/2017	Stonyfield Farm, Inc.	\$875	Groupe Lactalis S.A.	20.0x	Groupe Lactalis S.A. entered into a binding agreement to acquire Stonyfield Farm, Inc. from Danone (ENXTPA:BN) for approximately \$880 million on July 1, 2017.
06/29/2017	Rite Aid Corporation, 1,932 Rite Aid Stores and Related Assets	\$4,375	Walgreen Co.	-	Walgreen Co. entered into an asset purchase agreement to acquire 2,186 Rite Aid stores and related assets from Rite Aid Corporation (NYSE:RAD) for \$5.2 billion on June 28, 2017. The all-cash transaction will be on a cash-free, debt-free basis.
06/21/2017	Casamigos Spirits Co.	\$1,000	Diageo North America Inc.	-	Diageo North America Inc. entered into a definitive agreement to acquire Casamigos Spirits Co. from George Clooney, Rande Gerber, Michael Meldman and others for \$1 billion on June 21, 2017.
06/16/2017	Whole Foods Market, Inc.	\$14,621	Amazon.com, Inc. (NasdaqGS:AMZN)	10.3x	Amazon.com, Inc. (NasdaqGS:AMZN) ('Amazon') entered into an agreement to acquire Whole Foods Market, Inc. (NasdaqGS:WFM) ('Whole Foods') from JANA Partners LLC, Neuberger Berman Group LLC and other shareholders for \$13.4 billion on June 15, 2017.
05/30/2017	Conagra Brands, Inc., Wesson Oil	\$285	The J. M. Smucker Company (NYSE:SJM)	-	The J. M. Smucker Company (NYSE:SJM) entered into a definitive agreement to acquire Wesson Oils brand from Conagra Brands, Inc. (NYSE:CAG) for approximately \$290 million on May 30, 2017.
04/28/2017	Petmatrix, LLC	\$255	Spectrum Brands Holdings, Inc. (NYSE:SPB)	-	Spectrum Brands Holdings, Inc. (NYSE:SPB) signed a definitive agreement to acquire Petmatrix, LLC for approximately \$260 million on April 26, 2017.

Source: Capital IQ.

Selected U.S. F&B Industry Transactions (continued)

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
04/25/2017	AdvancePierre Foods Holdings, Inc.	\$4,464	Tyson Foods, Inc. (NYSE:TSN)	17.0x	Tyson Foods, Inc. (NYSE:TSN) entered into a definitive agreement to acquire AdvancePierre Foods Holdings, Inc. (NYSE:APFH) from OCM Principal Opportunities Fund IV, LP, a fund managed by Oaktree Capital Management, LP, and other shareholders for \$3.
04/11/2017	Atkins Nutritionals Holdings, Inc.	\$730	The Simply Good Foods Company (NasdaqCM:SMPL)	-	Conyers Park Acquisition Corp. (NasdaqCM:CPOA) ('Conyers Park') entered into a definitive agreement to acquire Atkins Nutritionals Holdings, Inc. on April 11, 2017.
04/10/2017	Unified Grocers, Inc.	\$374	SUPERVALU Inc. (NYSE:SVU)	9.9x	SUPERVALU Inc. (NYSE:SVU) entered into a definitive agreement to acquire Unified Grocers, Inc. for approximately \$370 million on April 10, 2017.
02/23/2017	Ready Pac Produce, Inc.	\$409	Bonduelle SA (ENXTPA:BON)	-	Bonduelle SA (ENXTPA:BON) entered into an agreement to acquire Ready Pac Produce, Inc. from H.I.G. Capital, LLC and others for approximately \$410 million on February 23, 2017.
02/10/2017	Mead Johnson Nutrition Company	\$19,668	Reckitt Benckiser Group plc (LSE:RB.)	17.7x	Reckitt Benckiser Group plc (LSE:RB) signed an agreement to acquire Mead Johnson Nutrition Company (NYSE:MJN) for \$16.6 billion in cash on February 10, 2017. Mead Johnson shareholders will receive \$90 in cash for each share of common stock.
12/20/2016	TIC Gums, Inc.	\$400	Ingredion Incorporated (NYSE:INGR)	-	Ingredion Incorporated (NYSE:INGR) entered into a stock purchase agreement to acquire TIC Gums, Inc. for \$400 million in cash on December 20, 2016.
12/16/2016	Swiss Valley Farms Cooperative	\$325	Prairie Farms Dairy, Inc.	-	Prairie Farms Dairy, Inc. entered into an agreement to acquire Swiss Valley Farms Cooperative for approximately \$330 million on December 16, 2016.

Source: Capital IQ.

Selected U.S. F&B Industry Transactions (continued)

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
11/29/2016	GNP Company	\$350	Pilgrim's Pride Corporation (NasdaqGS:PPC)	-	Pilgrim's Pride Corporation (NasdaqGS:PPC) entered into a definitive agreement to acquire GNP Company from The Maschhoffs LLC for \$350 million in cash on November 29, 2016.
11/22/2016	BAI Brands LLC	\$1,700	Mott's, LLP	-	Mott's, LLP reached an agreement to acquire to acquire 97% stake in BAI Brands LLC for \$1.7 billion in cash on November 21, 2016.
11/17/2016	Bellisio Foods, Inc.	\$1,075	Charoen Pokphand Foods Public Company Limited (SET:CPF)	-	Charoen Pokphand Foods Public Co. Ltd. (SET:CPF) signed a securities purchase agreement to acquire Bellisio Foods, Inc. from Centre Partners Management for \$1.1 billion on November 17, 2016.
11/14/2016	Peacock Foods LLC	\$748	Greencore Group plc (LSE:GNC)	15.3x	Greencore Group plc (LSE:GNC) reached an agreement to acquire Peacock Foods from Charlesbank Capital Partners, LLC for approximately \$750 million in cash on November 14, 2016.

Source: Capital IQ.

Selected International F&B Industry Transactions

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
10/23/2017	COFCO Biochemical Holdings Limited and COFCO Biofuel Holdings Limited	\$1,099	COFCO Bio-chemical Investment Co., Ltd.	-	COFCO Bio-chemical Investment Co., Ltd. entered into a sale and purchase agreement to acquire COFCO Biochemical Holdings Limited and COFCO Biofuel Holdings Limited from Full Extent Group Ltd. for HKD 8.6 billion on October 23, 2017.
10/16/2017	4 subsidiaries of China Foods Limited	\$649	COFCO Corporation	-	COFCO Corporation entered into agreement to acquire 4 subsidiaries of China Foods Limited (SEHK:506) from China Foods Limited (SEHK:506) for HKD 5.1 billion on October 16, 2017.
10/10/2017	Nisa Retail Limited	\$320	Co-operative Group Limited	-	Co-operative Group Limited made an offer to acquire Nisa Retail Limited for £242.5 million on October 10, 2017.
10/09/2017	Select Harvests Limited (ASX:SHV)	\$448	Mubadala Investment Company	18.1x	Mubadala Investment Company made an indicative proposal to acquire Select Harvests Limited (ASX:SHV) for approximately AUD 430 million on September 19, 2017.
10/03/2017	Refresco Group N.V. (ENXTAM:RFRG)	\$2,780	PAI Partners	10.1x	PAI Partners made an unsolicited, indicative and conditional proposal to acquire Refresco Group N.V. (ENXTAM:RFRG) for €1.6 billion on October 3, 2017.
09/27/2017	The Jean Coutu Group (PJC) Inc. (TSX:PJC.A)	\$3,646	Metro Inc. (TSX:MRU)	14.9x	Metro Inc. (TSX:MRU) entered into a non binding letter of intent to acquire The Jean Coutu Group (PJC) Inc. (TSX:PJC.A) on August 22, 2017. Metro Inc. (TSX:MRU) entered into a definitive agreement to acquire The Jean Coutu Group (PJC) Inc. (TSX:PJC).
09/27/2017	ORION Corp. (KOSE:A271560)	\$854	ORION Holdings Corp. (KOSE:A001800)	-	ORION Holdings Corp. (KOSE:A001800) made an offer to acquire an additional 25.3% stake in ORION Corp. (KOSE:A271560) for approximately KRW 930 billion on September 28, 2017.

Source: Capital IQ.

Selected International F&B Industry Transactions (continued)

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
09/25/2017	Besler Gida ve Kimya San. ve Tic. A.S.	\$255	Kerevitas Gida Sanayi ve Ticaret A.S. (IBSE:KERTV)	-	Kerevitas Gida Sanayi ve Ticaret A.S. (IBSE:KERTV) agreed to acquire Besler Gida ve Kimya San. ve Tic. A.S. for approximately TRY 900 million on September 25, 2017.
09/22/2017	Unilever South Africa Holdings (Pty) Ltd.	\$900	Unilever PLC (LSE:ULVR)	-	Unilever PLC (LSE:ULVR) entered into an agreement to acquire remaining 25.75% stake in Unilever South Africa Holdings (Pty) Ltd. from Robertsons Holding (Pty) Ltd for ZAR 11.9 billion on September 22, 2017.
09/12/2017	Loders Croklaan Group B.V.	\$923	Koninklijke Bunge B.V.	-	Koninklijke Bunge B.V. entered into an agreement to acquire 70% stake in Loders Croklaan Group B.V. from IOI Corporation Berhad (KLSE:IOICORP) for approximately €770 million in cash on September 12, 2017.
09/12/2017	IOI-Loders Croklaan Oils B.V.	\$946	Bunge Limited (NYSE:BG)	-	Bunge Limited (NYSE:BG) entered into a definitive agreement to acquire 70% stake in IOI-Loders Croklaan Oils B.V. from IOI Corporation Berhad (KLSE:IOICORP) for \$946 million on September 12, 2017.
07/28/2017	Brassica TopCo S.A. and PPN Management SAS	\$735	Beijing Sanyuan Foods Co., Ltd. (SHSE:600429); Fosun International Limited (SEHK:656)	-	Beijing Sanyuan Foods Co., Ltd. (SHSE:600429) and Fosun International Limited (SEHK:656) signed a series of transaction documents to acquire Brassica TopCo S.A. and PPN Management SAS from Montagu Private Equity IV, L.P. on July 28, 2017.
07/27/2017	Daiya Foods Inc.	\$323	Otsuka Pharmaceutical Co., Ltd.	-	Otsuka Pharmaceutical Co., Ltd. entered into a definitive agreement to acquire Daiya Foods Inc. for approximately CAD 410 million on July 27, 2017.
07/11/2017	Dow AgroSciences Industrial Ltda, a portion of corn seed business in Brazil	\$1,100	CITIC Agri Fund Management Co., Ltd.	-	CITIC Agri Fund Management Co., Ltd. entered into a definitive agreement to acquire a portion of corn seed business in Brazil from Dow AgroSciences Industrial Ltda. for \$1.1 billion on July 11, 2017.

Source: Capital IQ.

Selected International F&B Industry Transactions (continued)

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
06/26/2017	Holland & Barrett Retail Limited	\$2,253	L1 Retail	-	L1 Retail agreed to acquire Holland & Barrett Retail Limited from Alphabet Holding Company, Inc. for £1.8 billion on June 26, 2017. Holland & Barrett reported annual revenues of approximately £610 million in 2016.
06/16/2017	Tonon Bioenergia S.A. - em recuperação judicial, Santa Cândida and Paraíso Mills	\$250	Raízen Energia S.A.	-	Raízen Energia S.A. won an auction to acquire Santa Cândida and Paraíso mills from Tonon Bioenergia S.A. - em recuperação judicial for approximately BRL 820 million on June 16, 2017.
06/12/2017	Sementes Selecta S/A	\$318	STIC Investments, Inc; CJ Cheiljedang Corporation (KOSE:A097950); CJ Logistics Do Brasil Ltda	-	CJ Cheiljedang Corporation (KOSE:A097950) agreed to acquire a 90% stake in Sementes Selecta S/A from Corpesca S.A. and other shareholders for KRW 360 billion on June 12, 2017.
06/06/2017	100% Stakes in JBS Paraguay, Frigorífico Canelones and JBS Argentina and 1% Stake in IPF	\$300	PULSA S.A.; Frigomerc S.A.; Pul Argentina S.A.	-	Pul Argentina S.A., PULSA S.A. and Frigomerc S.A. agreed to acquire 100% stakes in Frigorífico Canelones S.A., JBS Argentina S.A. and JBS Paraguay S.A and 1% stake in Industria Paraguaya Frigorífica S.A. on June 6, 2017.
05/15/2017	Bien Hoa Sugar Joint Stock Company (HOSE:BHS)	\$510	Thanh Thanh Cong Tay Ninh Joint Stock Company (HOSE:SBT)	23.6x	Thanh Thanh Cong Tay Ninh Joint Stock Company (HOSE:SBT) entered into a draft merger plan to acquire Bien Hoa Sugar Joint Stock Company (HOSE:BHS) from Thanh Thanh Cong Investment JSC and others for VND 7.9 billion on May 11, 2017.
04/18/2017	Weetabix Limited	\$1,786	Post Holdings, Inc. (NYSE:POST)	11.7x	Post Holdings, Inc. (NYSE:POST) signed an agreement to acquire Weetabix Limited from Bright Food (Group) Co., Ltd. and an investment fund advised by Baring Private Equity Asia for £1.4 billion on a cash free, debt free basis on April 18, 2017.
04/09/2017	BrewDog PLC	\$264	TSG Consumer Partners	-	TSG Consumer Partners acquired approximately 23% stake in BrewDog PLC for approximately £210 million on April 9, 2017.

Source: Capital IQ.

Selected International F&B Industry Transactions (continued)

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
03/28/2017	Strauss Coffee B.V.	\$279	Strauss Group Ltd. (TASE:STRS)	-	Strauss Group Ltd. (TASE:STRS) acquired remaining stake of 25.1% in Strauss-Elite International B.V. from Robusta Coöperatief U.A for approximately €260 million on March 28, 2017.
03/21/2017	Alimentation Couche-Tard Inc. (TSX:ATD.B)	\$1,513	-	4.3x	An unknown buyer acquired a 21.8% stake in Alimentation Couche-Tard Inc. (TSX:ATD.B) from Metro Inc. (TSX:MRU) for CAD 2 billion on March 20, 2017.
02/13/2017	Brasil Kirin Holding S.A.	\$707	Bavaria S.A.	-	Bavaria S.A. entered into a stock purchase agreement to acquire Brasil Kirin Holding S.A. from Kirin Holdings Company Ltd. (TSE:2503) for BRL 2.2 billion on February 13, 2017.
01/31/2017	Allied Mills Australia Pty Limited	\$348	Pacific Equity Partners	10.0x	Funds advised by Pacific Equity Partners agreed to acquire Allied Mills Australia Pty Ltd. from GrainCorp Ltd. (ASX:GNC) and Cargill Australia for approximately AUD 320 million on January 31, 2017.
01/27/2017	Booker Group PLC (LSE:BOK)	\$4,599	Tesco PLC (LSE:TSCO)	18.0x	Tesco PLC (LSE:TSCO) signed an agreement to acquire Booker Group PLC (LSE:BOK) from a group of shareholders for £3.7 billion on January 27, 2017.
01/18/2017	Mondelez International, Inc., The Grocery and Cheese Business in Australia & New Zealand	\$347	Bega Cheese Limited (ASX:BGA)	-	Bega Cheese Limited (ASX:BGA) entered into a binding agreement to acquire the grocery and cheese business in Australia & New Zealand from Mondelez International, Inc. (NasdaqGS:MDLZ) for AUD 460 million on January 18, 2017.
01/09/2017	Banvit Bandirma Vitaminli Yem Sanayii Anonim Sirketi (IBSE:BANVT)	\$370	Qatar Investment Authority; One Foods Holdings Ltd.	6.1x	Qatar Investment Authority (QIA) and One Foods Holdings Ltd. agreed to acquire 79.

Source: Capital IQ.

Selected International F&B Industry Transactions (continued)

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
01/05/2017	China Modern Dairy Holdings Ltd. (SEHK:1117)	\$1,957	China Mengniu Dairy Company Limited (SEHK:2319)	19.5x	China Mengniu Dairy Company Limited (SEHK:2319) made an offer to acquire remaining 62.3% stake in China Modern Dairy Holdings Ltd. (SEHK:1117) for approximately \$950 million on January 4, 2017.
12/23/2016	Public Joint-Stock Company Preobrazhenskaya Base of Trawling Fleet	\$430	Gidrostroi Zao	-	Gidrostroi Zao agreed to acquire OAO "PBTF" for \$430 million on December 23, 2016. The deal will be closed in January 2017.
12/23/2016	PT Eagle High Plantations Tbk (IDX:BWPT)	\$505	FIC Properties Sdn. Bhd.	49.7x	FIC Properties Sdn Bhd signed an agreement to acquire 37% stake in PT Eagle High Plantations Tbk (JKSE:BWPT) from PT Rajawali Capital International for approximately \$510 million on December 23, 2016.
12/13/2016	Beer Business in Central and Eastern Europe	\$7,774	Asahi Group Holdings, Ltd. (TSE:2502)	-	Asahi Group Holdings, Ltd. (TSE:2502) entered into a binding agreement to acquire beer business in Central and Eastern Europe from Anheuser-Busch InBev SA/NV (ENXTBR:ABI) for €7.
12/13/2016	Jeju Soju Co.,Ltd	\$2,174	Shinsegae Inc. (KOSE:A004170)	-	Shinsegae Inc. (KOSE:A004170) agreed to acquire Jeju Soju Co.,Ltd from E-MART Inc. (KOSE:A139480) for KRW 15 billion on December 2, 2016. Shinsegae Inc. will acquire 1.5 million shares.
12/12/2016	Vietnam Dairy Products Joint Stock Company (HOSE:VNM)	\$499	F&N Beverages Manufacturing Sdn. Bhd.; F&N Dairy Investments Pte Ltd	17.0x	F&N Dairy Investments Pte Ltd and F&N Beverages Manufacturing Sdn. Bhd. agreed to acquire an additional 5.4% stake in Vietnam Dairy Products Joint Stock Company (HOSE:VNM) from State Capital Investment Corporation (Vietnam) for VND 11 on December 12, 2016.
12/09/2016	Fyffes plc	\$942	Sumitomo Corporation (TSE:8053)	15.3x	Sumitomo Corporation (TSE:8053) entered into an agreement to acquire Fyffes plc (ISE:FQ3) from Farrington Capital Management S.A. on December 9, 2016.

Source: Capital IQ.

Selected International F&B Industry Transactions (continued)

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
11/24/2016	Parus Agro Group, OOO	\$345	-	-	N.Tkachev through his Agro holding company agreed to acquire Parus Agro Group for approximately \$350 million on November 24, 2016.
11/23/2016	S.C. Profi Rom Food S.R.L.	\$562	Mid Europa Partners LLP	-	Mid Europa Partners LLP signed an agreement to acquire S.C. Profi Rom Food S.R.L. from Polish Enterprise Fund VI, a fund of Enterprise Investors on November 23, 2016.
11/18/2016	Majority Stake in each of the 4 Companies	\$438	Swire Beverages Holdings Ltd.	-	Swire Beverages Holdings Ltd. agreed to acquire majority stake in each of the 4 companies from the subsidiaries of The Coca Cola Company for CNY 3 billion on November 17, 2016.
11/08/2016	Promasidor (South Africa) (Pty) Ltd.	\$532	Ajinomoto Co., Inc. (TSE:2802)	-	Ajinomoto Co., Inc. (TSE:2802) acquired 33.3% stake in Promasidor (South Africa) (Pty) Ltd. from PLEXUS Investments Ltd and Tana Promasidor Holdings Limited for approximately \$530 million on November 8, 2016.
11/03/2016	Super Group Ltd	\$1,076	Jacobs Douwe Egberts B.V.	16.0x	Jacobs Douwe Egberts B.V. made a pre-conditional offer to acquire Super Group Ltd. (SGX:S10) from a group of shareholders for SGD 1.4 billion on November 3, 2016.
10/31/2016	Grupo Modelo, S.A.B. de C.V., Brewery Operation in Obregon, Mexico	\$600	Constellation Brands, Inc. (NYSE:STZ)	-	Constellation Brands Inc. (NYSE:STZ) agreed to acquire brewery operation in Obregon, Mexico from Grupo Modelo, S.A.B. de C.V. for \$600 million on October 31, 2016.

Source: Capital IQ.

Peakstone Momentum

 <p>MARKET FRESH PRODUCE</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>LABRIOLA EST. 1988 ARTISAN SEASON</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>SOUTHERN IMPERIAL</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>Fairrington For Full Impact Logistics</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>LG Medical Technologies, Inc.</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>AutoAccessories GARAGE</p> <p>M&A Advisor PEAKSTONE</p>	 <p>Automotive Assurance Group</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>TSI ServiceLogic Building Efficiency and Sustainability</p> <p>M&A Advisor PEAKSTONE</p>
 <p>Alden & Ott PRINTING</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>The Service Center</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>NitroFill</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>Persio</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>ITEMMASTER Every brand. Everywhere.</p> <p>Financial Advisor PEAKSTONE</p>	 <p>Brett EQUIPMENT</p> <p>SOGID Capital M&A Advisor PEAKSTONE</p>	 <p>UPF Services Integrated Lending, Servicing & Default Solutions</p>  <p>Financing Advisor PEAKSTONE</p>	 <p>Rosenberg & Associates</p> <p>cdg</p> <p>Financial Advisor PEAKSTONE</p>
 <p>Pepperjax Grill PANCAKE FRILLIES & MORE</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>HA LOGISTICS, INC.</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>CYLX BISON GROUP</p> <p>M&A Advisor PEAKSTONE</p>	 <p>CLEARBROOK FARMS</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>Petstages</p>  <p>outward hound</p> <p>Riverside M&A Advisor PEAKSTONE</p>	 <p>ABC RENTS.COM</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>simply color lab</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>Ashford</p>  <p>Financial Advisor PEAKSTONE</p>
 <p>ACQUIRE AUTOMATION</p>  <p>RED OAK GROWTH PARTNERS</p> <p>M&A Advisor PEAKSTONE</p>	 <p>ANDERSON MACHINING SERVICE Established in Precision CNC Machining</p>  <p>BASIN HOLDINGS</p> <p>M&A Advisor PEAKSTONE</p>	 <p>TECHNOMIC</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>GLEN OAK LUMBER & MILLING</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>HAZEN transport group</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>REALTRUCK PICKUP VAN SUV ACCESSORIES</p>  <p>THI America's Best Selling Truck Accessories</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>COMFORT.COM UNMATCHED EXPERTISE</p>  <p>POWER EQUIPMENT DIRECT</p>  <p>M&A Advisor PEAKSTONE</p>	 <p>DURO TRAILER BODY BOX</p>  <p>H2 HILEX</p>  <p>M&A Advisor PEAKSTONE</p>

Contact Us

About Peakstone

Peakstone is an investment bank that specializes in mergers and acquisitions advisory and capital raising for middle market clients. Our team is comprised of senior investment banking professionals who have decades of experience and have executed hundreds of transactions totaling billions of dollars. For additional information, visit www.peakstone.com.

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