

PEAKSTONE

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Food and Beverage
Industry Insight

February 2019

Food and Beverage M&A Update

Food and Beverage categories continue to be active in M&A activity, but less than 2017 levels

For 2018, total U.S. F&B announced transactions of 440, slightly less than 2017 levels of 453 deals. Both 2018 and 2017 exceeded 2016 levels of 453 deals.

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

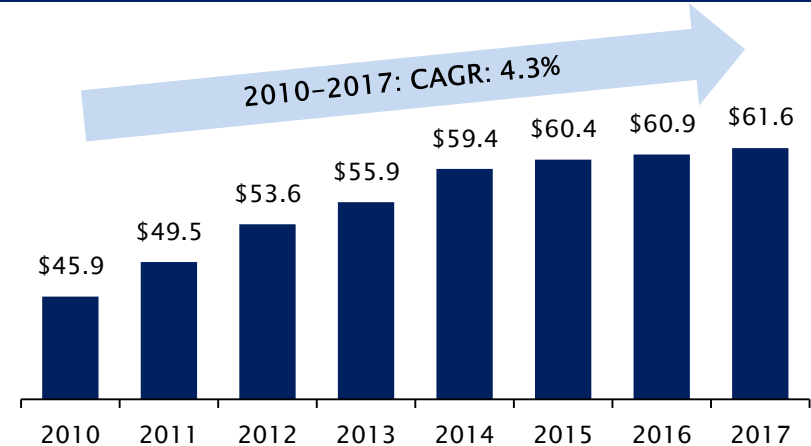
Date	Status	Target	Transaction Size	Buyer
Dec-2018	Closed PEAKSTONE		Undisclosed	
Nov-2018	Announced		\$750 million	
Nov-2018	Announced		\$1,800 million	
Nov-2018	Announced		\$494 million	
2018	Closed PEAKSTONE	<i>Gourmet Gift Concepts</i>	Undisclosed	

Industry Insight: A Focus In-Store Bakery

Industry Trends

- In-store bakeries drive consumers into stores
 - Aldi, for example, is now adopting in-store bakeries into their store plan after successful testing in select stores
- Most in-store bakeries are no longer baking in the store itself due to high store labor costs, but average bakery department square footage has grown since 2014
- The \$15+ billion U.S. in-store bakery market is projected to grow 3.8% annually through from 2017 to 2022
- To satisfy any consumer, offerings range from good for you to indulgent products
- Key market drivers for in-store bakery purchases at grocery stores and food markets:
 - Small Format Portion Control
 - Grab & Go Convenience
 - Premium Indulgence
 - Better-for-You
 - Hosting & Entertaining
 - Fully-Baked Products

Bakery Industry Revenues (\$ in billions)



Bakery Industry at a Glance

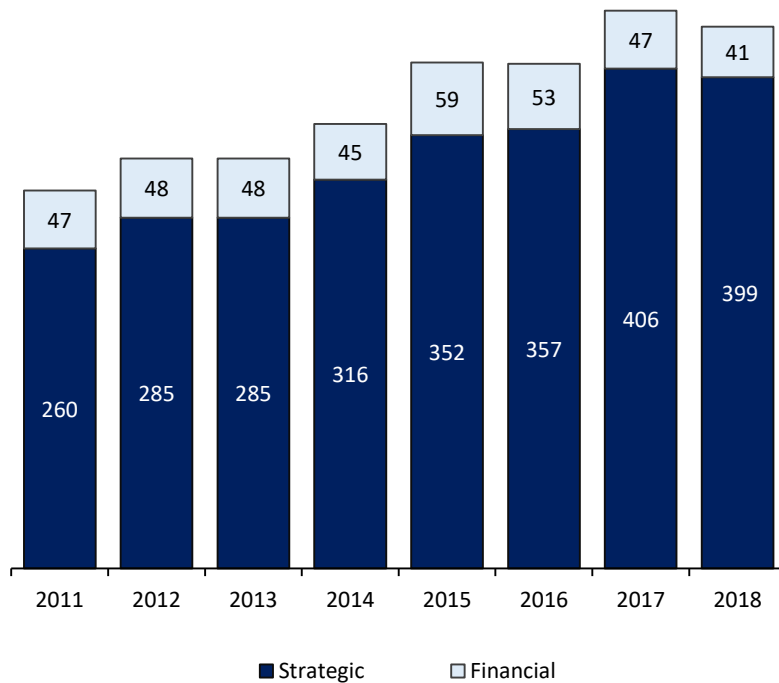
Revenue <i>\$61.6 billion</i>	Net Profit <i>\$2.4 billion</i>	Wages <i>\$2.6 billion</i>
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The Wholesale Bakery industry remains very fragmented with many small companies and no clear industry leader. As a result, the industry has experienced a high volume of M&A activity and consolidation in recent years.

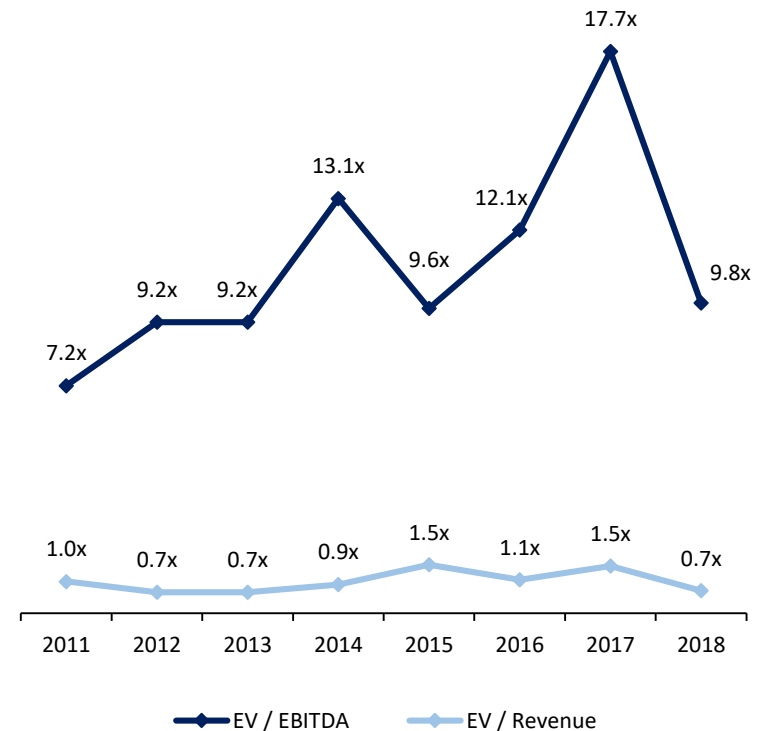
U.S. F&B - M&A Market Overview

U.S. F&B industry transaction activity remains strong, primarily driven by strategic buyers seeking growth

U.S. F&B Transactions by Buyer Type



U.S. F&B Transaction Multiples

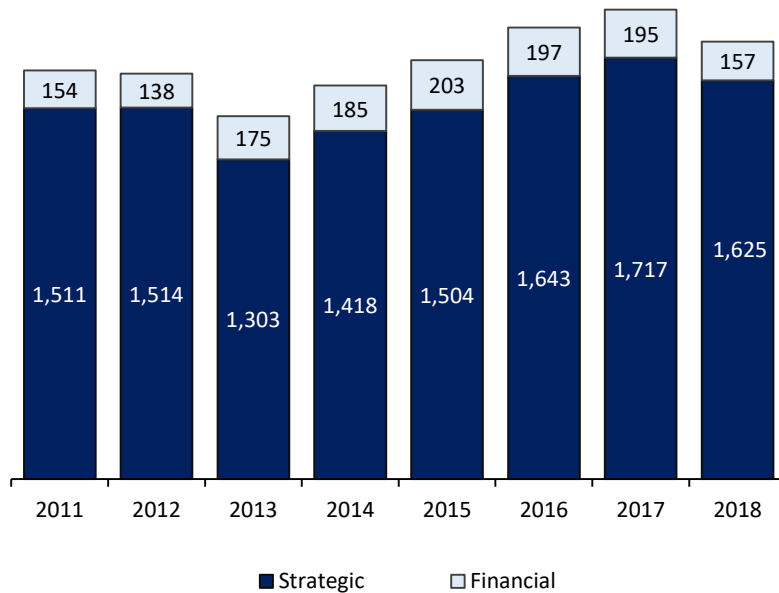


Source: Peakstone & Capital IQ

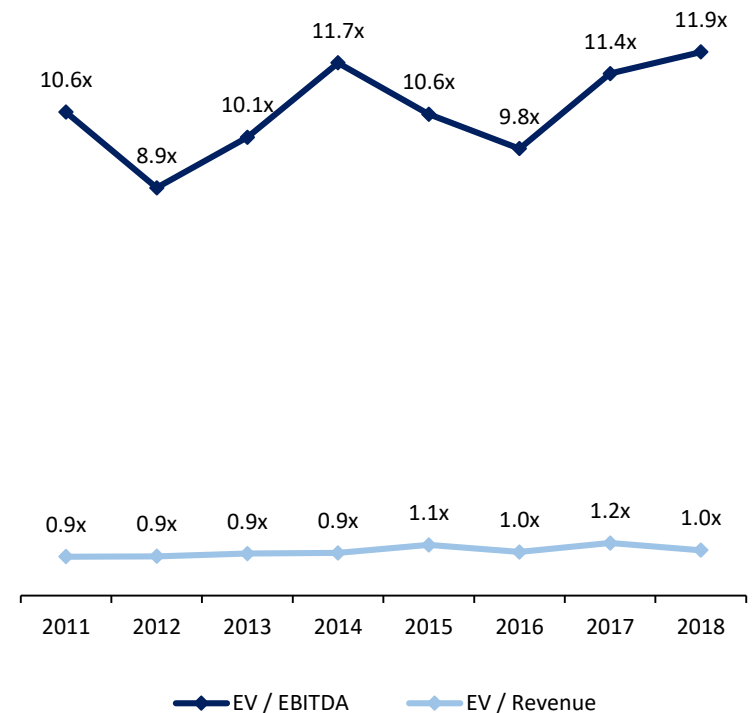
International F&B - M&A Market Overview

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

International F&B Transactions by Buyer Type



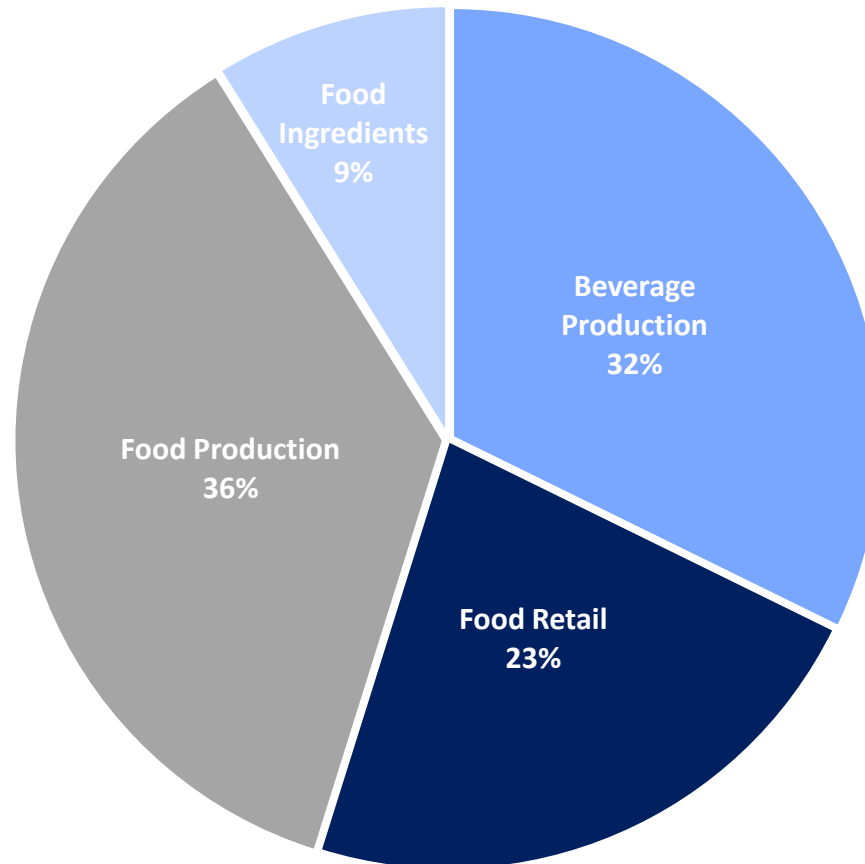
International F&B Transaction Multiples



Source: Peakstone & Capital IQ

Food & Beverage Deals by Product Category

Food Production market activity is the leading food category in M&A activity the last 12 months

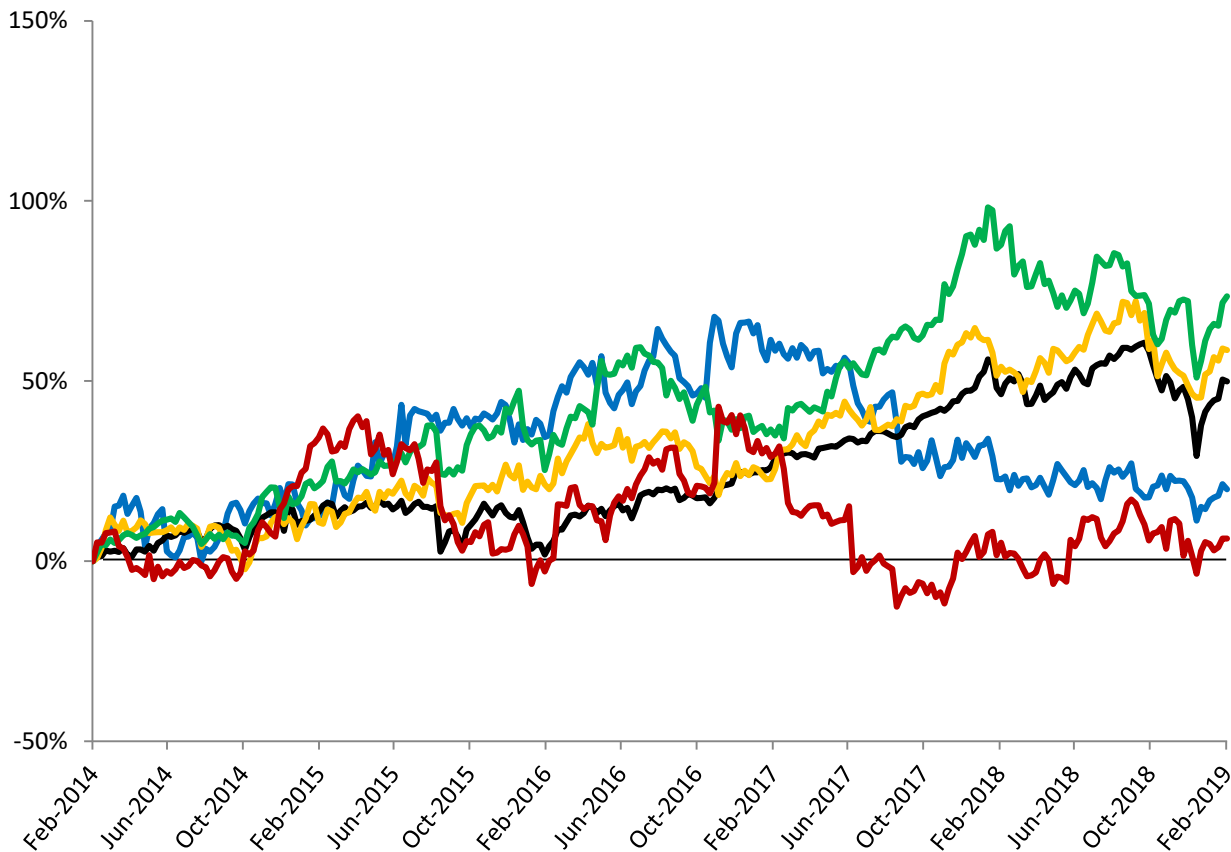


Source: Capital IQ

Peakstone Food and Beverage Index - Trading Statistics

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

Relative Stock Performance



Beverage Products: 74%

Food Ingredients: 59%

S&P 500: 50%

Food Production: 20%

Food Retail: 6%

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

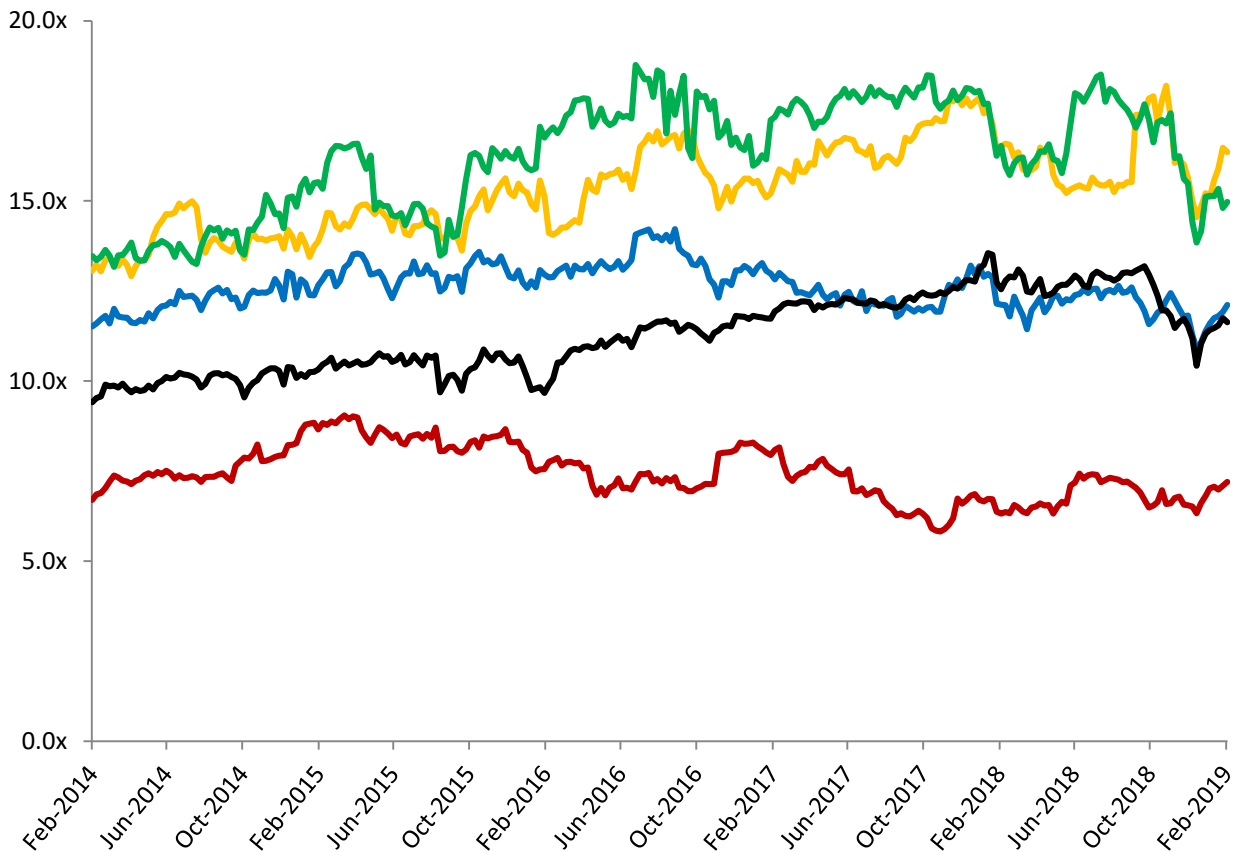
IMKT.A, KR, NGVC, SFM, SFS, SPTN, SVU, UNFI, VLGE.A, WMK

Source: Capital IQ, data as of February, 2019

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: 16.4x
Beverage Products: 15.0x
Food Production: 12.1x
S&P 500: 11.6x
Food Retail: 7.2x

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, SJM, 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 February, 2019

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.	\$264,300	\$294,305	3.2x	15.7x	18.8x	20.9x	50%	20%
Unilever N.V.	\$141,372	\$166,216	2.8x	13.0x	15.1x	19.1x	100%	21%
The Kraft Heinz Company	\$57,716	\$88,919	3.4x	11.7x	13.4x	13.0x	37%	29%
Mondelez International, Inc.	\$68,526	\$86,212	3.3x	16.9x	20.0x	19.2x	40%	18%
Danone	\$47,275	\$62,861	2.2x	10.4x	12.5x	17.1x	49%	18%
General Mills, Inc.	\$26,251	\$41,849	2.6x	11.9x	14.4x	13.8x	34%	21%
Associated British Foods plc	\$23,419	\$33,431	1.1x	9.2x	13.2x	17.0x	23%	12%
Tyson Foods, Inc.	\$21,708	\$28,280	0.8x	8.2x	10.8x	9.9x	13%	10%
Grupo Bimbo, S.A.B. de C.V.	\$9,109	\$27,948	0.9x	7.6x	10.7x	27.7x	53%	12%
The Hershey Company	\$22,791	\$26,661	3.4x	12.9x	15.0x	19.3x	46%	26%
JBS S.A.	\$10,332	\$24,121	0.5x	7.6x	12.6x	7.5x	15%	7%
Hormel Foods Corporation	\$23,062	\$23,232	2.4x	16.9x	19.1x	23.5x	21%	14%
Kellogg Company	\$19,150	\$22,739	2.1x	10.9x	13.6x	14.0x	36%	18%
Campbell Soup Company	\$10,283	\$22,278	2.2x	10.1x	13.0x	13.8x	32%	21%
George Weston Limited	\$11,161	\$21,460	0.8x	10.3x	17.2x	14.0x	31%	8%
ConAgra Foods, Inc.	\$11,077	\$19,933	2.7x	13.4x	15.9x	11.1x	29%	19%
The J. M. Smucker Company	\$11,756	\$17,860	2.3x	10.8x	14.6x	12.7x	38%	22%
Saputo Inc.	\$11,898	\$13,673	1.4x	15.1x	20.0x	21.4x	9%	9%
McCormick & Company, Incorporated	\$16,843	\$13,387	4.0x	19.3x	22.0x	24.4x	44%	20%
Pilgrim's Pride Corporation	\$5,079	\$12,994	0.6x	7.8x	11.3x	14.5x	9%	8%
Post Holdings, Inc.	\$6,701	\$7,013	2.1x	11.2x	16.9x	19.4x	30%	19%
The Hain Celestial Group, Inc.	\$1,753	\$5,556	1.0x	13.6x	20.3x	23.4x	20%	7%
Flowers Foods, Inc.	\$4,250	\$5,226	1.3x	13.3x	21.0x	20.8x	48%	10%
ARYZTA AG	\$1,041	\$4,198	0.7x	8.0x	98.9x	10.5x	16%	8%
Fresh Del Monte Produce Inc.	\$1,639	\$3,758	0.5x	12.4x	24.3x	18.9x	7%	4%

Source: Capital IQ

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			
J&J Snack Foods Corp.	\$3,000	\$2,864	2.5x	18.2x	25.7x	31.4x	30%	14%
Lancaster Colony Corporation	\$4,392	\$2,783	3.3x	19.9x	23.0x	28.3x	25%	17%
Lotus Bakeries NV	\$2,200	\$2,573	3.7x	19.3x	21.7x	26.4x	39%	19%
Treehouse Foods, Inc.	\$3,299	\$2,443	0.9x	11.0x	21.5x	24.6x	17%	8%
Sanderson Farms, Inc.	\$2,694	\$2,324	0.8x	18.3x	86.6x	79.1x	8%	4%
B&G Foods Inc.	\$1,709	\$2,313	2.2x	11.6x	13.9x	12.8x	26%	19%
Tootsie Roll Industries Inc.	\$2,247	\$2,122	4.1x	23.6x	29.8x	0.0x	36%	17%
Cal-Maine Foods, Inc.	\$2,121	\$1,829	1.2x	6.8x	8.5x	25.7x	25%	17%
Calavo Growers Inc.	\$1,373	\$1,389	1.3x	23.7x	30.5x	25.5x	10%	6%
Dean Foods Company	\$404	\$1,281	0.2x	5.9x	21.6x	NM	22%	3%
John B Sanfilippo & Son Inc.	\$799	\$856	1.0x	13.1x	17.6x	24.8x	16%	8%
Seneca Foods Corp.	\$281	\$629	0.5x	NM	NM	0.0x	3%	0%
Food Production Median	\$9,109	\$13,387	2.1x	12.0x	17.4x	19.1x	29%	14%
Food Ingredients								
Givaudan SA	\$22,336	\$25,180	4.6x	23.5x	29.4x	26.6x	42%	19%
Kerry Group plc	\$18,286	\$19,973	2.7x	20.8x	25.5x	25.0x	45%	13%
International Flavors & Fragrances Inc.	\$15,267	\$14,376	4.0x	17.9x	21.3x	22.9x	44%	22%
Symrise AG	\$11,164	\$12,919	3.7x	18.6x	27.4x	32.5x	40%	20%
Barry Callebaut AG	\$9,273	\$10,350	1.5x	14.8x	18.3x	23.8x	17%	10%
Sensient Technologies Corporation	\$2,631	\$3,361	2.4x	13.0x	16.1x	17.5x	34%	19%
Takasago International Corporation	\$648	\$992	0.7x	8.2x	14.9x	14.3x	31%	9%
T. Hasegawa Co., Ltd.	\$631	\$472	1.0x	6.1x	10.4x	0.0x	38%	17%
Food Ingredients Median	\$10,219	\$11,635	2.6x	16.4x	19.8x	23.4x	39%	18%

Source: Capital IQ

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	\$149,520	\$263,032	4.9x	12.2x	15.1x	17.5x	63%	40%
The Coca-Cola Company	\$211,166	\$239,138	7.4x	19.5x	21.6x	22.9x	64%	35%
Pepsico, Inc.	\$159,465	\$180,787	2.8x	14.2x	17.2x	19.5x	54%	20%
Constellation Brands Inc.	\$32,828	\$109,157	5.8x	11.3x	12.3x	18.4x	50%	37%
Monster Beverage Corporation	\$32,072	\$46,530	8.4x	23.3x	24.3x	29.8x	61%	36%
Molson Coors Brewing Company	\$14,114	\$30,900	2.2x	10.6x	17.0x	13.3x	39%	21%
Brown-Forman Corporation	\$23,072	\$24,162	7.7x	23.0x	24.5x	28.1x	67%	34%
Lifeway Foods Inc.	\$40	\$3,419	0.4x	NM	NM	0.0x	27%	0%
Coca-Cola Bottling Co. Consolidated	\$2,101	\$3,212	0.7x	15.2x	70.9x	52.7x	34%	5%
National Beverage Corp.	\$3,418	\$3,163	3.1x	14.1x	15.0x	19.2x	40%	22%
Cott Corporation	\$2,144	\$3,163	1.4x	12.0x	39.5x	43.1x	50%	12%
Farmer Brothers Co.	\$437	\$2,905	0.9x	14.8x	82.1x	47.9x	34%	6%
Jones Soda Co.	\$15	\$554	1.3x	NM	NM	0.0x	20%	-14%
Beverage Production Median	\$14,114	\$24,162	2.8x	14.2x	21.6x	19.5x	50%	21%

Source: Capital IQ

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>								
Food Retail								
The Kroger Co.	\$21,978	\$36,525	0.3x	7.4x	15.0x	12.3x	22%	4%
Sprouts Farmers Market, Inc.	\$3,024	\$3,570	0.7x	10.5x	15.4x	18.3x	29%	7%
Village Super Market Inc.	\$612	\$1,477	0.4x	6.1x	11.5x	9.1x	24%	6%
Smart & Final Stores, Inc.	\$763	\$1,445	0.2x	7.4x	12.7x	11.2x	14%	2%
Weis Markets, Inc.	\$1,362	\$1,268	0.4x	7.0x	14.3x	0.0x	27%	5%
SUPERVALU Inc.	\$1,362	\$1,268	0.4x	7.0x	14.3x	0.0x	27%	5%
Ingles Markets, Incorporated	\$500	\$1,105	0.2x	6.8x	17.4x	14.1x	18%	3%
Natural Grocers by Vitamin Cottage, Inc.	\$398	\$360	0.2x	5.8x	9.8x	0.0x	27%	4%
Food Retail Median	\$1,062	\$1,357	0.3x	7.0x	14.3x	10.2x	26%	5%
Food and Beverage Total Median	\$5,890	\$8,682	1.5x	12.2x	17.2x	18.9x	31%	13%

Source: Capital IQ

Selected U.S. F&B Industry Transactions

Selected Food and Beverage Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
12/07/2018	Good Food Holdings, LLC	\$275	PK Retail Holdings Inc.	-	PK Retail Holdings Inc. agreed to acquire Good Food Holdings, LLC for approximately \$280 million on December 7, 2018.
11/29/2018	Primal Nutrition, LLC	\$200	The Kraft Heinz Company (NasdaqGS:KHC)	-	The Kraft Heinz Company (NasdaqGS:KHC) entered into a definitive agreement to acquire Primal Nutrition, LLC for approximately \$200 million on November 29, 2018.
11/19/2018	Blommer Chocolate Company	\$750	Fuji Oil Holdings Inc. (TSE:2607)	13.4x	Fuji Oil Holdings Inc. (TSE:2607) agreed to acquire Blommer Chocolate Company from the Bloomer family for \$750 million on November 19, 2018.
11/15/2018	The Schwan Food Company, Inc.	\$1,840	CJ Foods America Corp.	-	CJ Foods America Corp. reached an agreement to acquire 80% stake in The Schwan Food Company, Inc. from the Schwan family for \$1.8 billion on November 15, 2018.
11/07/2018	Canyon Bakehouse LLC	\$205	Flowers Foods, Inc. (NYSE:FLO)	-	Flowers Foods, Inc. (NYSE:FLO) entered into a definitive agreement to acquire Canyon Bakehouse LLC for approximately \$210 million on November 7, 2018.
10/16/2018	Advanced Fresh Concepts Corp.	\$257	Zensho Holdings Co., Ltd. (TSE:7550)	-	Zensho Holdings Co., Ltd. (TSE:7550) agreed to acquire Advanced Fresh Concepts Corp. for approximately \$260 million on October 16, 2018.
10/15/2018	Greencore Us Holdings, LLC	\$1,075	Hearthside Food Solutions LLC	-	Hearthside Food Solutions LLC signed an agreement to acquire Greencore Us Holdings, LLC from Greencore Group plc (LSE:GNC) for \$1.1 billion on October 15, 2018.

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
10/15/2018	Lansing Trade Group, LLC	\$494	The Andersons Grain Group	10.0x	The Andersons Grain Group entered into a merger agreement to acquire 67.5% stake in Lansing Trade Group, LLC for approximately \$490 million on October 15, 2018.
09/27/2018	Core Nutrition, LLC	\$453	Keurig Dr Pepper Inc. (NYSE:KDP)	-	Keurig Dr Pepper Inc. (NYSE:KDP) entered into a definitive agreement to acquire the remaining 94.9% stake in Core Nutrition, LLC for approximately \$450 million on September 27, 2018.
09/12/2018	Pirate Brands, LLC	\$420	Amplify Snack Brands, Inc.	-	Amplify Snack Brands, Inc. entered into a definitive agreement to acquire Pirate Brands, LLC from B&G Foods, Inc. (NYSE:BGS) for approximately \$420 million on September 12, 2018.
09/04/2018	C-Store Business of TA Operating LLC	\$331	EG Retail (America), LLC	13.5x	EG Retail (America), LLC entered into an asset purchase agreement to acquire C-Store Business from TA Operating LLC for approximately \$330 million on September 1, 2018.
08/02/2018	Dakota Growers Pasta Company, Inc.	\$250	THL Equity Fund VIII Investors (PB), LLC	-	THL Equity Fund VIII Investors (PB), LLC entered into an agreement to acquire 62.5% stake in Dakota Growers Pasta Company, Inc. from Post Holdings, Inc. (NYSE:POST) for \$250 million on August 2, 2018.
07/30/2018	Food Group of Companies of Services Group of America	\$1,800	US Foods, Inc.	-	US Foods, Inc. entered into a stock purchase agreement to acquire Food Group of Companies from Services Group of America, Inc. for \$1.8 billion on July 28, 2018.
07/26/2018	SUPERVALU INC.	\$2,972	United Natural Foods, Inc. (NYSE:UNFI)	6.9x	United Natural Foods, Inc. (NasdaqGS:UNFI) entered into a definitive agreement to acquire SUPERVALU INC. (NYSE:SVU) for \$1.3 billion on July 25, 2018.

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
07/13/2018	Big Red, Inc.	\$304	Keurig Dr Pepper Inc. (NYSE:KDP)	-	Keurig Dr Pepper Inc. (NYSE:KDP) signed an agreement to acquire remaining stake in Big Red, Inc. on July 9, 2018. The transaction is subject to customary closing conditions and is expected to close in the third quarter of 2018.
07/09/2018	U.S. Baking Business Of The J. M. Smucker Company	\$375	Brynwood Partners	-	Brynwood Partners VII L.P. and Brynwood Partners VIII L.P., funds of Brynwood Partners signed a definitive agreement to acquire U.S. Baking Business from The J. M. Smucker Company (NYSE:SJM) for approximately \$380 million on July 9, 2018.
06/28/2018	PillPack, Inc.	\$753	Amazon.com, Inc. (NasdaqGS:AMZN)	-	Amazon.com, Inc. (NasdaqGS:AMZN) entered into a definitive merger agreement to acquire PillPack, Inc. on June 28, 2018.
06/27/2018	Pinnacle Foods Inc.	\$10,987	Conagra Brands, Inc. (NYSE:CAG)	16.5x	Conagra Brands, Inc. (NYSE:CAG) entered into an agreement to acquire Pinnacle Foods Inc. (NYSE:PF) from The Vanguard Group, Inc., JANA Partners LLC and others for \$8.2 billion on June 26, 2018.
05/15/2018	Poultry Rendering and Blending Assets of American Proteins, Inc. and AMPRO Products, Inc.	\$850	Tyson Foods, Inc. (NYSE:TSN)	-	Tyson Foods, Inc. (NYSE:TSN) agreed to acquire poultry rendering and blending assets from American Proteins, Inc. and AMPRO Products, Inc. for approximately \$850 million on May 15, 2018.
05/07/2018	Marketing and Distribution Rights of Various Brands of Starbucks Corporation	\$7,150	Nestlé S.A. (SWX:NESN)	-	Nestlé S.A. (SWX:NESN) entered into an agreement to acquire the marketing and distribution rights of various brands of Starbucks Corporation (NasdaqGS:SBUX) for \$7.2 billion on May 6, 2018.
05/06/2018	Tate's Bake Shop, Inc.	\$500	Mondelez International, Inc. (NasdaqGS:MDLZ)	-	Mondelez International, Inc. (NasdaqGS:MDLZ) entered into a definitive agreement to acquire Tate's Bake Shop, Inc. from The Riverside Company, Kathleen King and other shareholders for approximately \$500 million on May 6, 2018.

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
04/24/2018	Eight Distribution Centers	\$483	-	-	An unknown buyer signed definitive agreements to acquire eight distribution centers from SUPERVALU INC. (NYSE:SVU) for approximately \$480 million on April 23, 2018.
04/09/2018	National Beef Packing Co. LLC	\$969	Marfrig Global Foods S.A. (BOVESPA:MRFG3)	4.4x	Marfrig Global Foods S.A. (BOVESPA: MRFG3) entered into a definitive agreement to acquire 51% stake in National Beef Packing Company LLC ('National Beef') from Leucadia National Corporation (NYSE:LUK) ('Leucadia') and another shareholder for approximately \$970 million on April 9, 2018.
04/04/2018	Ainsworth Pet Nutrition Parent, LLC	\$1,900	NU Pet Company	-	NU Pet Company entered into a definitive agreement to acquire Ainsworth Pet Nutrition, LLC from L Catterton and the Lang Family for \$1.9 billion on April 4, 2018.
03/25/2018	Fiesta Mart, LLC	\$265	Bodega Latina Corporation	-	Bodega Latina Corporation agreed to acquire Fiesta Mart, L.L.C. from ACON Investments, L.L.C for \$300 million on March 25, 2018.
02/23/2018	Blue Buffalo Pet Products, Inc.	\$8,326	General Mills, Inc. (NYSE:GIS)	25.6x	General Mills, Inc. (NYSE:GIS) entered into an agreement to acquire Blue Buffalo Pet Products, Inc. for \$ 8.3 billion on February 23, 2018.
02/06/2018	Mann Packing Co., Inc.	\$361	Del Monte Fresh Produce N.A., Inc.	-	Del Monte Fresh Produce N.A., Inc. entered into an agreement to acquire Mann Packing Co., Inc. from a group of shareholders for approximately \$360 million on February 5, 2018.
02/05/2018	Convenience Store Business of The Kroger Co.	\$2,150	EG Group Limited	-	EG Group Limited entered into a definitive agreement to acquire the convenience store business unit of The Kroger Co. (NYSE:KR) for \$2.2 billion on February 5, 2018.

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
12/20/2018	WOONGJIN FOODS CO., LTD.	\$262	Kai Yu (BVI) Investment Co., Ltd.	12.0x	Kai Yu (BVI) Investment Co., Ltd. agreed to acquire 74.8% stake in WOONGJIN FOODS CO., LTD. from Hahn & Company and an undisclosed seller for approximately \$230 million on December 20, 2018.
12/14/2018	MARUNAKA Co., Ltd.	\$356	Maxvalu Nishinohon Co., Ltd. (TSE:8287)	-	Maxvalu Nishinohon Co., Ltd. (TSE:8287) entered into share exchange agreement to acquire MARUNAKA Co., Ltd from KOHYO Co.,Ltd for ¥40.4 billion on December 14, 2018.
12/07/2018	Good Food Holdings, LLC	\$275	PK Retail Holdings Inc.	-	PK Retail Holdings Inc. agreed to acquire Good Food Holdings, LLC for approximately \$280 million on December 7, 2018
12/03/2018	GrainCorp Limited (ASX:GNC)	\$2,641	Long-Term Asset Partners Pty Ltd	12.4x	Long-Term Asset Partners made a non-binding indicative proposal to acquire remaining 95.8% stake in GrainCorp Limited (ASX:GNC) for AUD 2.3 billion on December 3, 2018.
12/03/2018	Parmalat S.p.A. (BIT:PLT)	\$371	Société pour le Financement de l'Industrie Laitière SAS	13.8x	Société pour le Financement de l'Industrie Laitière SAS agreed to acquire additional 6.2% stake in Parmalat S.p.A. (BIT:PLT) for approximately €330 million on December 3, 2018.
11/21/2018	Barón de Ley, S.A. (BME:BDL)	\$282	-	12.7x	An unknown buyer launched a takeover bid to acquire remaining 50.4% stake of Barón de Ley, S.A. (BME:BDL) for approximately €220 million on November 20, 2018.
11/19/2018	Blommer Chocolate Company	\$750	Fuji Oil Holdings Inc. (TSE:2607)	13.4x	Fuji Oil Holdings Inc. (TSE:2607) agreed to acquire Blommer Chocolate Company from the Bloomer family for \$750 million on November 19, 2018.

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
11/15/2018	The Schwan Food Company, Inc.	\$1,840	CJ Foods America Corp.	-	CJ Foods America Corp. reached an agreement to acquire 80% stake in The Schwan Food Company, Inc. from the Schwan family for \$1.8 billion on November 15, 2018.
11/12/2018	Nineteen Brands of Diageo plc	\$550	Sazerac Company, Inc.	-	Sazerac Company, Inc. agreed to acquire nineteen brands of Diageo plc (LSE:DGE) for \$550 million on November 12, 2018.
11/07/2018	Rey Holdings Corp.	\$345	Supermercados La Favorita C.A. (GYSE:SLU)	17.4x	Supermercados La Favorita C.A. (GYSE:SLU) reached an agreement to acquire Rey Holdings Corp. from its major shareholder and others for approximately \$270 million on November 6, 2018.
11/06/2018	Canadian Natural Cheese Business of Kraft Canada Inc.	\$1,234	Parmalat Canada, Inc.	-	Parmalat Canada, Inc. entered into a definitive agreement to acquire Canadian Natural Cheese Business of Kraft Canada Inc. for CAD 1.6 billion on November 6, 2018.
10/25/2018	AATCO Food Industries/Fleischmann's Vinegar Company	\$402	Kerry Group plc (ISE:KRZ)	-	Kerry Group plc (ISE:KRZ) entered into an agreement to acquire Fleischmann's Vinegar Company Inc and AATCO Food Industries LLC from Green Plains II LLC for approximately €350 million on October 25, 2018.
10/24/2018	Heinz India Private Limited	\$637	Cadila Healthcare Limited (NSEI:CADILAHC); Zydus Wellness Limited (BSE:531335); M/s. Zydus Wellness Sikkim	-	Zydus Wellness Limited (BSE:531335) and Cadila Healthcare Limited (NSEI:CADILAHC) entered into definitive agreement to acquire Heinz India Private Limited from The Kraft Heinz Company (NasdaqGS:KHC) for approximately INR 46 billion on October 24, 2018.
10/23/2018	Karan Beef (Pty) Ltd	\$362	Public Investment Corporation Limited; Pelo Agricultural Ventures	-	Public Investment Corporation Limited and Pelo Agricultural Ventures agreed to acquire majority stake in Karan Beef (Pty) Ltd from Ivor Karan for ZAR 5.2 billion on October 23, 2018.

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
10/16/2018	Advanced Fresh Concepts Corp.	\$257	Zensho Holdings Co., Ltd. (TSE:7550)	-	Zensho Holdings Co., Ltd. (TSE:7550) agreed to acquire Advanced Fresh Concepts Corp. for approximately \$260 million on October 16, 2018.
10/15/2018	Greencore Us Holdings, LLC	\$1,075	Hearthside Food Solutions LLC	-	Hearthside Food Solutions LLC signed an agreement to acquire Greencore Us Holdings, LLC from Greencore Group plc (LSE:GNC) for \$1.1 billion on October 15, 2018.
10/15/2018	Lansing Trade Group, LLC	\$494	The Andersons Grain Group	10.0x	The Andersons Grain Group entered into a merger agreement to acquire 67.5% stake in Lansing Trade Group, LLC for approximately \$490 million on October 15, 2018.
10/11/2018	UNY Co.,Ltd.	\$251	Pan Pacific International Holdings Corporation (TSE:7532)	-	Don Quijote Holdings Co., Ltd. (TSE:7532) entered into a share purchase agreement to acquire remaining 60% stake in UNY Co.,Ltd. from FamilyMart UNY Holdings Co., Ltd. (TSE:8028) for ¥28.2 billion on October 11, 2018.
09/27/2018	Core Nutrition, LLC	\$453	Keurig Dr Pepper Inc. (NYSE:KDP)	-	Keurig Dr Pepper Inc. (NYSE:KDP) entered into a definitive agreement to acquire the remaining 94.9% stake in Core Nutrition, LLC for approximately \$450 million on September 27, 2018.
09/26/2018	Corporación Lindley S.A. (BVL:CORLINI1)	\$507	AC Bebidas, S. De R.L. De C.V.	11.0x	AC Bebidas, S. De R.L. De C.V. acquired an additional 38.52% stake in Corporación Lindley S.A. (BVL:CORLINI1) from Peru Beverage Limitada, S.r.l. for approximately \$510 million on September 26, 2018.
09/24/2018	Farm Boy Inc.	\$619	Sobeys Inc.	-	Sobeys Inc. along with Jean-Louis Bellemare and Jeff York agreed to acquire Farm Boy Inc. from Berkshire Partners LLC, Jean-Louis Bellemare, Jeff York and other management shareholders for a total enterprise value of approximately CAD 800 million on September 24, 2018.

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
09/12/2018	Mriya Holding Cyprus Limited / Mriya Trading Limited / Ukrainian Farming Assets	\$310	Continental Farmers Group PLC	-	Continental Farmers Group PLC entered into share purchase agreement to acquire Mriya Holding Cyprus Limited and Mriya Trading Limited and Ukrainian Farming Assets from Mriya Farming Plc for approximately \$310 million on September 12, 2018.
09/12/2018	Pirate Brands, LLC	\$420	Amplify Snack Brands, Inc.	-	Amplify Snack Brands, Inc. entered into a definitive agreement to acquire Pirate Brands, LLC from B&G Foods, Inc. (NYSE:BGS) for approximately \$420 million on September 12, 2018.
09/07/2018	Jonjee Hi-tech Industrial & Commercial Holding Co., Ltd. (SHSE:600872)	\$834	Zhongshan Runtian Investment Co., Ltd.	26.5x	Zhongshan Runtian Investment Co., Ltd. acquired 24.92% stake in Jonjee Hi-tech Industrial & Commercial Holding Co., Ltd. (SHSE:600872) from Qian Hai Life Insurance Co., Ltd. for CNY 5.7 billion on September 7, 2018.
09/04/2018	C-Store Business of TA Operating LLC	\$331	EG Retail (America), LLC	13.5x	EG Retail (America), LLC entered into an asset purchase agreement to acquire C-Store Business from TA Operating LLC for approximately \$330 million on September 1, 2018.
08/16/2018	Coca-Cola FEMSA Philippines, Inc.	\$715	The Coca-Cola Company (NYSE:KO)	-	The Coca-Cola Company (NYSE:KO) agreed to acquire the remaining 51% stake in Coca-Cola Femsa Philippines, Inc. from Coca-Cola FEMSA, S.A.B. de C.V. (NYSE:KOF) for approximately \$720 million on August 16, 2018.
08/06/2018	Empresas AquaChile S.A. (SNSE:AQUACHILE)	\$782	AGROSUPER S.A.	34.3x	AGROSUPER S.A. signed an agreement to acquire 67% stake in Empresas AquaChile S.A. (SNSE:AQUACHILE) from Inversiones Patagonia S.A. and Holding Salmones SA and others for approximately \$570 million on August 4, 2018.
08/06/2018	Empresas AquaChile S.A. (SNSE:AQUACHILE)	\$280	AGROSUPER S.A.	41.2x	AGROSUPER S.A. made an offer to acquire 33% stake in Empresas AquaChile S.A. (SNSE:AQUACHILE) from Puchi family, Fischer family and others for approximately \$280 million on August 4, 2018.

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
08/05/2018	PGG Wrightson Seeds Holdings Limited	\$297	DLF Seeds A/S	-	DLF Seeds A/S entered into an agreement to acquire PGG Wrightson Seeds Holdings Limited from PGG Wrightson Limited (NZSE:PGW) for approximately NZD 440 million on August 4, 2018.
08/03/2018	China operations of Heineken N.V.	\$300	China Resources Snow Breweries Limited	-	China Resources Snow Breweries Limited signed a non-binding agreement to acquire China operations of Heineken N.V. for HKD 2.4 billion on August 3, 2018.
08/02/2018	Dakota Growers Pasta Company, Inc.	\$250	THL Equity Fund VIII Investors (PB), LLC	-	THL Equity Fund VIII Investors (PB), LLC entered into an agreement to acquire 62.5% stake in Dakota Growers Pasta Company, Inc. from Post Holdings, Inc. (NYSE:POST) for \$250 million on August 2, 2018.
07/30/2018	Food Group of Companies of Services Group of America	\$1,800	US Foods, Inc.	-	US Foods, Inc. entered into a stock purchase agreement to acquire Food Group of Companies from Services Group of America, Inc. for \$1.8 billion on July 28, 2018.
07/26/2018	SUPERVALU INC.	\$2,972	United Natural Foods, Inc. (NYSE:UNFI)	6.9x	United Natural Foods, Inc. (NasdaqGS:UNFI) entered into a definitive agreement to acquire SUPERVALU INC. (NYSE:SVU) for \$1.3 billion on July 25, 2018.
07/26/2018	AGT Food and Ingredients Inc. (TSX:AGT)	\$736	-	25.9x	Management Group led by Murad Al-Katib, President and Chief Executive Officer, made a non-binding proposal to acquire 72.5% stake in AGT Food and Ingredients Inc. (TSX:AGT) from Letko, Brosseau & Associates Inc. and other shareholders for approximately CAD 320 million on July 26, 2018.
07/20/2018	Gold Coin Management Holdings Limited	\$334	AEV International Pte. Ltd.	-	AEV International Pte. Ltd signed share purchase agreement to acquire 75% stake in Gold Coin Management Holdings Limited from Golden Springs Group for approximately \$330 million on July 20, 2018.

Source: Capital IQ

Peakstone Momentum

  M&A Advisor PEAKSTONE	 Strategic Investor Financial Advisor PEAKSTONE	  M&A Advisor PEAKSTONE	  M&A Advisor PEAKSTONE	  M&A Advisor PEAKSTONE	 M&A Advisor PEAKSTONE	  M&A Advisor PEAKSTONE	  M&A Advisor PEAKSTONE
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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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