

NEWSLETTER
**Food &
Beverage**

2023 in Review



RIÓN MERGERS AND
ACQUISITIONS

GLOBAL
M&A
PARTNERS

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F&B trends in 2023 experienced supply chain challenges, elevated inflation, and rising consumer demand for Better-For-You (BFY) foods and global flavors

However, several influential factors including the escalating demand for individual quick-freezing techniques, the rise in consumption of organic foods and the increasing popularity of convenience foods poised to drive the demand. Social media has become a powerful force that propelled food trends to spread rapidly through cultural consciousness.

Our Global Food & Beverage Team provides extensive sector-specific expertise and close relationships with global buyers and sellers, both within local markets and throughout the world. Many of our advisory transactions are cross-border.

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Overview

Despite the unprecedented supply chain troubles of the past few years, the 'Food and Beverage' (F&B) industry has proved far more adaptable and resilient than ever imagined. The global F&B market retained its position and has shown strong growth figures from \$6,729.5 billion in 2022 to \$7,221.7 billion in 2023 growing at a CAGR of 8.7%. As per the Food and Drink Federation's latest report, despite the long-term challenges of subdued investment and climate change, business confidence in the F&B market has started moving in a positive direction. According to a survey, ~84% of businesses believe production levels will be maintained or increase over the next year.

In 2023, F&B trends were mainly focused on health and sustainability. These trends are driven by an increased awareness of food's impact on personal health and the environment. Consumers are more conscious about the food they consume and its impact on their health and the planet. Some of the noteworthy trends are 1) Increasing focus on sustainability, 2) Continued consumer preference shift to healthier alternatives with cleaner labels, 3) Mindful eating, and 4) Rise of global flavors.

Global Flavors and Fusion Cuisine

- In an increasingly interconnected world, consumers are eager to explore unique and diverse flavors from across the globe. The popularity of fusion cuisine, blending various culinary cultures, is on the rise, further amplified by Instagram foodies and influencers who are rapidly propelling this trend forward

Demand for Functional beverages Continues to Grow

- Functional beverages help enhance body functionalities, including the immune system, weight management, etc. Functional beverages are seeing incredible expansion, especially for those who want to explore a sober lifestyle. With this, drinkers are trying to reduce their alcohol consumption, and many enjoy non-alcoholic beverages

Transparency on the Food Supply Chain

- There is a growing desire among consumers to understand the origins of their food and the methods behind its production. This has spurred a demand for clear and comprehensible labeling that details the journey of food from the farm to their plates. Consumers are interested not only in the ingredients that compose their foods but also in the nature of the workforce, including the types of workers and laborers, that companies engage. This shift emphasizes the importance of transparency throughout the entire food supply chain

Minimalistic Product Communication

- Customers are seeking clarity and straightforwardness in how products are communicated. In response, brands are streamlining their messaging and packaging. Recognizing this crucial shift towards simpler packaging allows companies to enhance their brand visibility while also reducing expenses

In this 2023 'Year in Review' newsletter, we will explore the dynamics of the following key F&B segments:



Bakery



Beverages



Condiments,
Dressings & Sauces



Food Ingredients



Health & Wellness



Snacking



Dairy

Key Trends to Look for in 2024

Interest in Global Flavors Surge



- Continual exploration of global flavors is ongoing, with an increasing interest in diverse tastes worldwide. According to Trendspotters, consumers are not only embracing new flavors but also seeking deeper cultural connections through food
- According to a survey by Innova Market Insights, 1/3rd of consumers say that they are influenced by new, unique, or different flavors, and one-quarter want interesting or exotic flavors
- Consumers are most likely to experiment with sauces and seasonings, desserts, ice cream, and sweet bakery. However, three in 10 say they will try new tastes even in everyday foods such as bread and cheese

Spice Tolerance on the Rise



- The popularity of spicy food is on the rise, with a variety of hot peppers available in every grocery store. Peppers like Carolina Reapers, Scorpion Peppers, Guajillo, and Hungarian Goathorn Peppers, can be found in a wide range of products, from traditional pasta sauces and hot sauces to unconventional offerings like cured meats, snacks, relishes, and even hot honey
- The culinary world is on the lookout for the next big flavor trend, such as Calabrian chili peppers that is poised to take the spotlight. Marketers are now turning their attention to many such vibrant and versatile peppers

Focus on the Comeback of Frozen Foods



- Consumers are showing a growing interest in frozen products that are natural and organic, driven by the desire for cleaner labels and healthier choices in the diet
- Frozen food consumption is on the rise during breakfast, frozen breakfast sandwiches accounted for \$2.3 billion in sales in 2023. Time savings, variety, and both indulgent and healthy morning-time options are driving growth
- Small in size but big in flavor, the frozen food sector has experienced a surge in popularity, attributed to the expanding variety of options that align with the growing culture of snacking.
- Kid-friendly frozen food generates ~\$248 million in annual sales, up 122% since 2019

Premiumization and 'Story' Behind the Brands



- Consumers are increasingly interested in the narratives behind the origin of their food and beverages. Aspects such as locality, organic practices, sustainability in sourcing, corporate practices, diversity, and environmental impact hold varying degrees of significance in shaping consumer preferences.
- Premiumization has become an increasingly popular way for brands to diversify and innovate, paving the way for new unique flavors, sensations, and experiences

Baking

In 2023, the baking industry demonstrated remarkable resilience in the face of challenges such as labor shortages, supply chain disruptions, and inflation. Despite these difficulties, there's positivity in the industry, with small and medium-sized bakeries, as well as entrepreneurs, gaining momentum. The labor challenge has been significant, with difficulties in finding and retaining qualified workers. However, there are signs of improvement as bakery leaders increasingly turn to technology and automation to address labor shortages. The industry is moving from struggling to find workers to focusing on retaining them and ensuring they have the necessary skills.

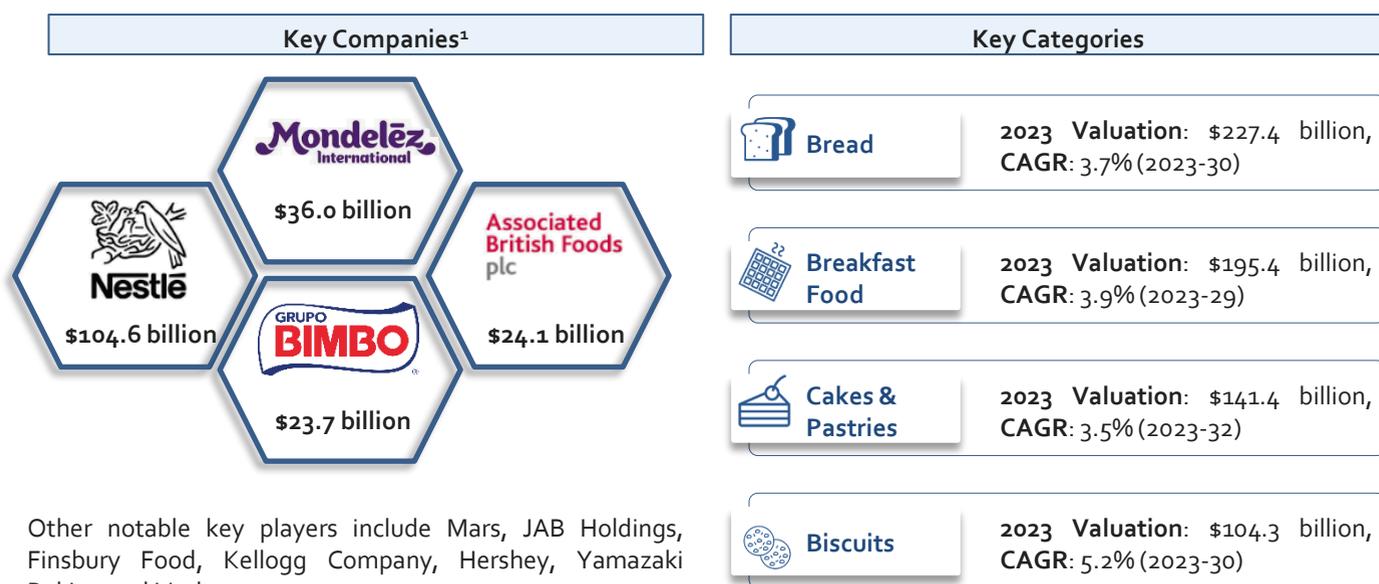
Supply chain issues continue to impact the industry, but companies are adapting with more flexible and resilient strategies. The pandemic has forced a shift from just-in-time manufacturing to a more robust approach, incorporating contingency planning. The use of data-driven approaches is becoming more important for efficiency and waste reduction, appealing to a younger, tech-savvy workforce. Regulatory challenges also persist, with the ABA actively engaging with agencies to advocate for the industry. Upcoming regulations, such as those from the Environmental Protection Agency on renewable fuels, continue to be a focus.



Convenience packaging with smaller, shareable portions is trending in the sweet goods industry, driven by taste, affordability, and indulgence. This reflects a demand for smaller sizes without sacrificing quality. Additionally, a focus on healthier options is growing, with regulations leading to product reformulations for less sugar and healthier ingredients, indicating a shift towards health-conscious choices without losing flavor

Market Overview

The global bakery and confectionery market is expected to grow at a CAGR of 5.2% between 2023 and 2027 to reach \$1,216.8 billion by 2027



Other notable key players include Mars, JAB Holdings, Finsbury Food, Kellogg Company, Hershey, Yamazaki Baking and Lindt

Source(s): Research and Markets, Innova Market Insights, Snack & Bakery, Mordor Intelligence
 Note: (1) Based on 2023 Revenue

Regional Overview

- **Europe:**

The European bakery products market is projected to register a CAGR of 3.1% between 2024 and 2029. The emerging markets of Eastern Europe are fueling demand for biscuits and bread, while the developed markets of Western Europe are matured and saturated.

- **Asia Pacific:**

Asia-Pacific was the largest region in the bakery and confectionary market. It is projected to grow at a CAGR of 8.7% between 2024 and 2029 to reach \$247.4 billion.

- **North America:**

The North American bakery market is projected to grow at a CAGR of 2.1% between 2023 and 2028 to reach \$110.3 billion. Consumers are placing a greater emphasis on taste, health, and convenience, often opting for grab-and-go bakery snacks to satisfy their hunger during hectic days or as meal replacements.

Market Drivers



Convenience and Snacking

Busy lifestyles have led to a rise in demand for convenient, on-the-go snack options. This includes individually packaged products, as well as easy-to-consume formats like bite-sized snacks or single-serving baked goods



Global Flavors and Fusion Products

As consumer palates become more adventurous, there's a growing demand for baked goods featuring global flavors or fusion products that combine elements from different culinary traditions



Artisanal and Premium Offerings

There is a growing consumer preference for artisanal, handcrafted baked goods. Premiumization, where consumers are willing to pay more for high-quality, unique, and artisanal products, is driving growth in the bakery sector

Key Growth Trends

1

Health-Conscious Indulgence



- There's a rising demand for snacks that offer health benefits without compromising on taste. These include organic, vegan, gluten-free, and sugar-free chocolates
- Functional ingredients are also on the rise, with an increasing number of products featuring functional claims, such as high-cocoa, low-calorie, and ingredient-based confectionery

2

Wellness Meets Indulgence



- Consumers are seeking ways to manage their health driving a demand for baked goods that offer a balance of nutrition and health with indulgence and novelty
- Moreover, simple pleasures are gaining importance, with a focus on everyday moments of happiness. Preferences vary across countries, emphasizing on sensory attributes like texture and flavor, and the role of packaging in enhancing the consumption experience

3

Organic Evolution



- The demand for organic and clean label snacks is growing, with consumers increasingly seeking organic chocolates that are free from added chemicals
- Major confectionery companies are responding by expanding their product range to include functional ingredients, tropical fruit, flavor fillings, and exotic flavors

4

Nostalgic Treats With a Twist



- Bakers are rejuvenating classic favorites by adding unique or unexpected ingredients. For instance, black sesame is used for its savory, exotic flavor
- Other examples include creative flavor combinations like pistachio-cardamom scones and seasonal homemade pop-tarts in unique flavors

5

Sourdough That Goes Beyond Bread



- The popularity of sourdough is expanding beyond traditional bread. Bakers are now using sourdough starter in other baked goods like cookies, cinnamon rolls, or doughnuts to add a unique tangy flavor

Key Insights



Emerging Consumer Behavior Trends: Consumers are displaying a blend of selective spending habits, treating themselves to occasional splurges on items offering instant gratification, while seeking value in other categories. They are also diversifying their shopping channels, with most utilizing multiple platforms. A growing inclination towards experimenting with new products and brands is evident, particularly in sectors like bread and bakery products. Additionally, there's a heightened demand for sustainable products that align with personal values, although concerns exist about affordability amid inflationary pressures



Notable Product Trends: Consumers are showing a growing appetite for health-conscious choices with a touch of indulgence, particularly in products like health-enhancing bread and an array of sweet and savory snacks. Moreover, the trend leans towards appreciating life's small joys, with consumers favoring uncomplicated pleasures and experiences as a form of reward. In the realm of flavors, the bakery industry is set to explore a wide range of tastes, drawing inspiration from global cuisines while keeping a keen eye on wellness and sustainability in flavor innovation



Lucrative Market Opportunities: Amidst constrained discretionary spending, the weekend emerges as a prime focal point for consumers seeking indulgent treats, creating a promising avenue for breakfast and morning goods within the out-of-home market. Furthermore, the increasing fascination with authentic global flavors opens doors for bakery products to satisfy these cravings and cater to diverse palates. These market insights reveal strategic entry points for savvy businesses in the evolving consumer landscape

Beverages

In 2023, the beverage industry faced economic challenges and shifting consumer preferences. Rising inflation led consumers to seek affordable options, impacting spending patterns and profitability for suppliers and retailers. Despite these challenges, the market is projected to grow at a CAGR of 3.5%, driven by a demand for healthy, low-alcohol, and sugar-free drinks, alongside a rise in dietary supplements like energy drinks

The year 2023 also saw distinct trends shaping the beverages industry. Conscious consumption became a significant factor, with consumers making purchasing decisions based on their personal values, leading to more sustainable and responsible practices in the industry. Companies that invested in brand building emerged as leaders in the market. The Ready-to-Drink (RTD) segment, particularly in cocktails, experienced explosive growth. Additionally, functional beverages continued to gain popularity, catering to specific consumer needs focused on health and wellness. These trends highlight a significant shift towards health-conscious and value-driven consumer behavior, influencing the strategies and product offerings of beverage companies

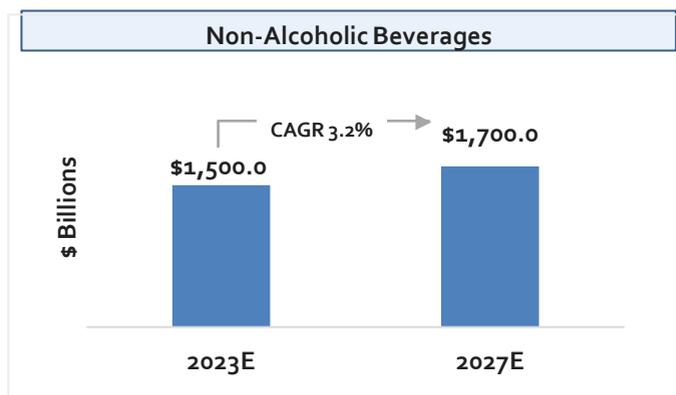
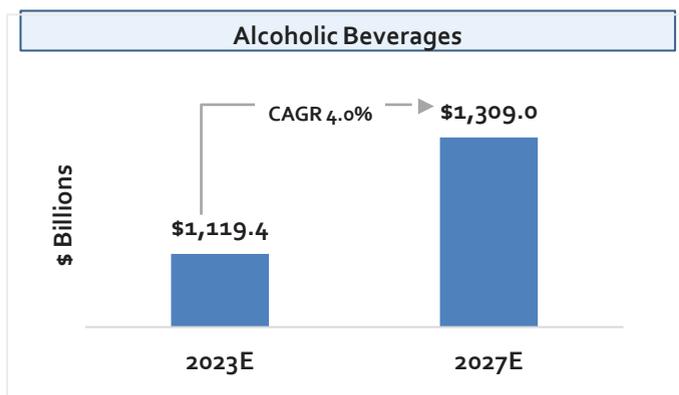


The beverage industry is rapidly changing to cater to consumer demands and capitalize on emerging trends. Companies are focusing on ingredients and ethical practices, building strong brands, and enhancing product experiences. Convenience and functional beverages are reshaping portfolios to meet latent consumer needs. Aligning products with consumer demands is crucial and will continue to gain importance in the coming year



Market Overview

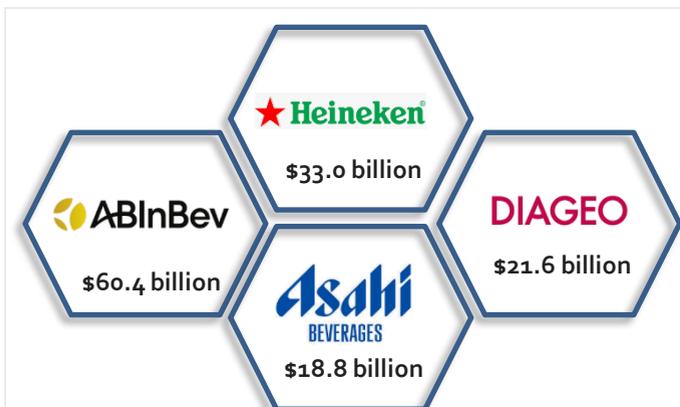
The global beverage market is estimated at \$2,619.4 billion in 2023 and is projected to reach \$3,009.0 billion by 2027, growing at a CAGR of 3.5%



II. Sector Coverage

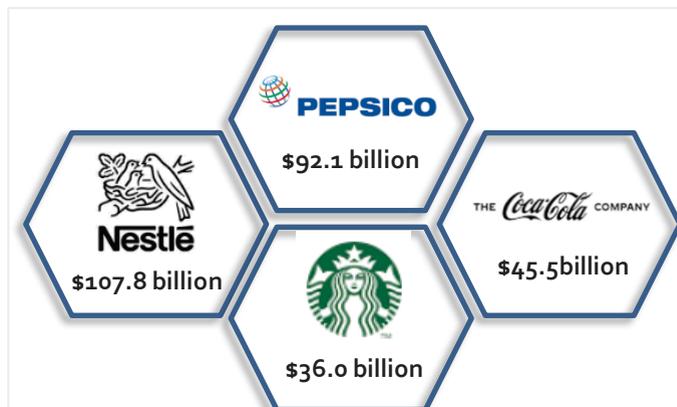
Key Companies¹

Alcoholic Beverages



Other notable players include Carlsberg, China Resources, Bacardi Limited, Molson Coors, Tsingtao Brewery, Campari, and Constellation Brands

Non-Alcoholic Beverages



Other notable players include Arca Continental, Monster Beverage, Redbull, Keurig Dr Pepper, and Suntory Beverage & Food Limited

Key Categories

Consumption, by Beverage Type (in billion Liters)²

Beverage Type	Liters (Bn)
Water	472.9
Milk & Dairy Drinks	258.5
Carbonated Soft Drinks	238.5
Fruit & Vegetable Juices	82.9

Alcoholic Beverage Preference



Regional Overview

- Europe:** The market for beverages is projected to expand at a CAGR of 2.5% from 2023 to 2027, culminating in a value of \$576.2 billion. This growth is primarily attributed to a rising population of health-aware consumers who are seeking healthier beverage options, along with a growing preference for plant-based products
- Asia Pacific:** The market for beverages is projected to expand at a CAGR of 4.4% from 2023 to 2027. This growth is primarily attributed to economic expansion, particularly in emerging markets like India, Indonesia, the Philippines, and Vietnam
- North America:** The market for beverages is projected to expand at a CAGR of 3.9% from 2023 to 2027, culminating in a value of \$934.6 billion. The market is witnessing a rising demand for innovative products such as plant-based and lactose-free beverage offerings.

Source(s): Clarkston Consulting, RSM US, Mordor Intelligence
 Note: (1) Based on 2023 Revenue
 (2) Based on 2022

Key Growth Trends

1

Conscious Consumption:

- Consumers are increasingly making purchasing decisions based on personal values, leading to a focus on sustainable and responsible practices in the beverage industry
- This includes sustainable packaging, ethical sourcing, transparency, and carbon footprint reduction. Examples include biodegradable packaging by JUST Water and Carlsberg Group, and sustainable agricultural practices by Nespresso
- 85% of consumers have started to shift their beverage purchasing behaviors toward more sustainable options



2

Ready-to-Drink (RTD) Growth

- The RTD beverage market has seen significant growth, expanding beyond cocktails into various categories like craft sodas, energy drinks, sports drinks, tea, coffee, and juice. The convenience factor is a major driver, with companies like Jim Beam, ABInBev, and Bacardi launching new RTD products.



3

Functional Beverages

- Consumers are increasingly turning to functional beverages as a convenient means to support their health and wellness objectives. The industry has responded by introducing a wide array of new use cases and flavors to address daily concerns. Hydration, a key focus in 2023, has expanded to encompass holistic health beyond just water-based products
- In the energy sector, companies are innovating by offering caffeine-free options, utilizing alternative ingredients for similar effects without caffeine-related downsides, such as mushroom-based drinks gaining traction. Adaptogenic beverages promoting calmness and CBD- or THC-infused drinks have experienced steady growth
- Functional beverages offer a simple way to access extra nutrients, energy, or health benefits without the need for additional supplements or dietary changes



4

Innovations in Low and Non-Alcoholic Drinks

- There's significant growth in low alcohol by volume (ABV) products and non-alcoholic RTD mixed drinks. Brands like Mocktails and Molson Coors are introducing healthier living options without sacrificing taste or function



5

Influencer-Backed Beverage Brands

- Influencers are increasingly co-owning beverage brands, using their social media presence for marketing. Examples include Prime Hydration co-founded by Logan Paul and KSI, and a rumored beverage launch by YouTuber MrBeast
- In just over a year, Prime Hydration was already estimated to have about 1% of the market share in ready-to-drink beverages



Key Insights



Function-Focused Hydration: Functional beverages will continue to take center stage. Currently valued at \$110 billion, the functional beverages market is projected to have a CAGR of 8% over the next five years. According to IFIC’s Consumer Insights on Gut Health and Probiotics Survey, among those who try to consume prebiotics, 23% seek them out in wellness drinks.



Gamer Energy Drinks: Gamer energy drinks are a niche, but rapidly growing segment with younger generations as the target consumers. 13% of women and 30% of men between ages 18 and 34 have had a gamer energy drink in the last quarter of 2023. These contain functional ingredients associated with improved focus, reaction time, vision, and cognitive support.



Clean Caffeine: Clean caffeine drinks often derive their caffeine from natural sources like green coffee beans, green tea, or yerba mate. Introducing new coffee blends and energy drinks infused with mushrooms, probiotics, and other supplements has led to a shift in consumer preference.

Condiments, Dressings & Sauces

Condiments, dressings, sauces, and seasonings enjoy widespread popularity globally as consumer tastes and preferences evolve, there is an increased demand for a wide range of flavors & and culinary experiences.

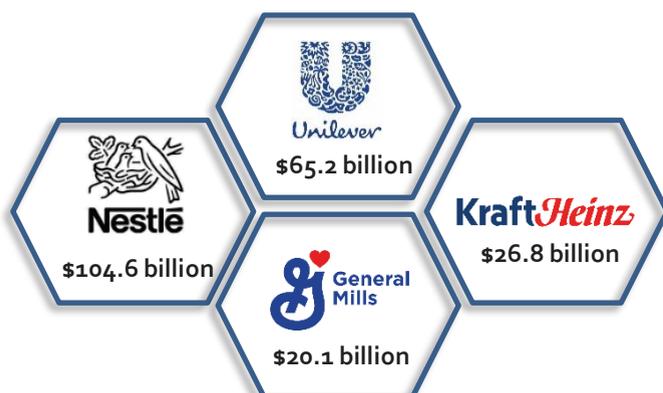
The increasing young demographic and the rapidly evolving trend of regularly exploring diverse inter-state and inter-country cuisines have created numerous growth prospects. Further, adopting sauce, condiments, and dressings in ready-to-serve meals and street foods has increased in popularity.

The category is divided into three subsegments: flavor enhancers, snacking partners, and general food applications.

Market Overview

The global sauces, condiments, and dressings market is expected to register a CAGR (2023-2029) of 4.9%. Rising knowledge regarding the health benefits of sauces and growing cultural influence continue to drive overall market growth. An increasing shift toward spicy food products is expected to significantly boost the demand for various condiments, sauces, and dressings.

Key Companies¹



The global market for sauces, condiments, and dressings is characterized by intense competition. Major players in this market have increasingly focused on their research and development segments.

Other notable key players include Conagra, Campbell, Del Monte, Kikkoman Corporation, Hormel Foods, Ajinomoto, McCormick, Lancaster Colony, Symrise, and Ken Foods.

Source(s): Mordor Intelligence Web Research
Note: (1) Based on 2023 Revenue

Key Categories



Dips & Spreads

2023 Valuation: \$98.0 billion, CAGR: 6.1% (2023-28)



Salad Dressings

2023 Valuation: \$75.5 billion, CAGR: 5.5% (2023-28)



Cooking Sauces

2023 Valuation: \$47.3 billion, CAGR: 4.3% (2023-33)



Spices & Seasonings

2023 Valuation: \$28.1 billion, CAGR: 5.8% (2023-32)



Flavor Enhancers

2023 Valuation: \$8.7 billion, CAGR: 6.4% (2023-33)

Regional Overview

Europe:

The European Sauces, Dressings, and Condiments market is expected to add \$11.6 billion from 2023 – 2028. Changing consumer tastes across the UK and rising interest in trying dishes from other continents is anticipated

Asia Pacific:

Asia Pacific is the fastest-growing market for sauces, dressings, and condiments, with a CAGR of 5.5% from 2023 to 2030. Sauces and condiments are expected to be one of the fastest-growing markets in India for both domestic consumption as well as exports

North America:

The US sauces, dressings & and condiments market is expected to add more than \$9.8 billion by 2023-2028, driven by the country's diverse population, with a wide range of cultural backgrounds and culinary preferences

Key Growth Trends

1

Rising Popularity of International Flavors

- International flavors have seen a boom ever since the pandemic changed the way consumers could explore different cuisines
- There has been an evident surge in the popularity of global flavors, the demand for East-Asian flavors has experienced remarkable growth in the past two years



2

Hot Sauces and the "Swicy" Trend

- Hot sauces are enjoying a moment, tied to the "Swicy" trend that combines sweet and spicy flavors. Research indicates that a significant percentage of shoppers purchase hot sauces regularly, underscoring the ongoing popularity of spicy products and their role in adding excitement and complexity to meals



3

Rising Popularity for Hot Sauces

- A research from Tricklements revealed that 53% of shoppers are buying hot sauces at least every three months
- Demand for sauces that feature hot ingredients such as turmeric, ginger, and apple cider vinegar, which have anti-inflammatory and digestive benefits have increased
- From the smokey depth of chipotle to the intense heat of ghost peppers, spicy condiments, and sauces are becoming pantry staples
- The quest for the perfect balance between heat and flavor is driving culinary innovation worldwide



4

Renaissance in Fine Food:

- Condiments are experiencing a renaissance, especially in the fine food world, moving beyond being an afterthought to becoming integral in adding depth and richness to dishes. This trend is driven by consumer desire for enhanced dining experiences, where condiments are used to elevate the flavor profiles of meals



5

Diet-centered, Organic, and Non-GMO Product Lines

- Health-consciousness remains a strong influence when it comes to sauce choices. Consumers increasingly turn to diets that align with their health and wellness goals and better sauces are right on top of their agenda
- According to the 2023 Food and Health survey by IFIC, 62% of Americans consider healthfulness a key driver for food purchases
- Health-conscious and environmentally aware consumers are driving the adoption of organic, low-sodium, and sustainable condiment options
- The demand for organic condiments has grown significantly due to the increasing awareness of the adverse effects that chemical-based products can have on our health



Food Ingredients

Food ingredients are substances that are added during food processing to improve taste, texture, and appearance and achieve specific technical or functional goals during production, storage, or packaging. These are used to improve safety & freshness and maintain the nutritional value of the food.

The demand for food ingredients is experiencing rapid growth, driven by the increasing popularity of processed and packaged foods. Ready-to-eat and instant-prepared foods are notably influencing the market for these food ingredients.

During the post-COVID era, the popularity of organic and functional food ingredients has increased among the global population. Consumers are aware of the benefits and are looking for functional and organic food to add to their diet to improve their health.

Market Overview

The global food ingredients market reached \$335.3 billion in 2023 and is projected to reach \$511.3 billion by 2032, growing at a CAGR of 4.8%.

Key Companies¹



The global market landscape of food ingredients is expected to remain a very competitive and fragmented landscape consisting of several small start-ups, medium enterprises, and large conglomerates.

Other notable key players include Cargill, Kerry Group, Givaudan, Sensient Technologies, DuPont de Nemours, Chr. Hansen, Tate & Lyle, and DSM-Firmenich

Key Categories



**Functional-Food
Ingredients**

2023 Valuation: \$106.7 billion,
CAGR: 6.7% (2023-32)



**Sugar
Substitute**

2023 Valuation: \$21.7 billion,
CAGR: 5.6% (2023-32)



**Food Flavor
Enhancer**

2023 Valuation: \$8.7 billion,
CAGR: 6.4% (2023-33)



Emulsifiers

2023 Valuation: \$8.4 billion,
CAGR: 6.9% (2023-32)



**Acid
Regulators**

2023 Valuation: \$7.6 billion,
CAGR: 8.6% (2023-33)



Antioxidants

2023 Valuation: \$3.8 billion,
CAGR: 6.2% (2023-32)

Source(s): Web Research, News Articles
Note: (1) Based on 2023 Revenue

Regional Overview

- Europe:**

In 2023, Europe emerged as the second-largest regional market for specialty food ingredients. Countries in the region such as France, Italy, and Belgium are some of the largest importers of specialty ingredients

- Asia Pacific:**

Asia-Pacific held the largest revenue share in 2023, accounting for 33.9% of the global ingredients market. The surge in demand for emulsifiers in the food industry is being fueled by the growing preference for convenience foods. Additionally, factors including a large population, evolving consumer eating habits, and a rise in per capita income in developing economies are contributing to the region's expansion

- North America:**

North America accounted for the third largest revenue share in 2023, due to the growing demand for food ingredients that are multifunctional

Market Drivers



Globalization of food supply chains has also increased the accessibility of diverse and exotic ingredients



Increase in disposable income has increased the spend on premium and specialty food ingredients



Changing consumer preference for safe and hygienic packed sustenance items, is expected to be the major driver for the market



The increasing adoption of specialty ingredients such as antioxidants & micronutrients by food manufacturers to enhance the quality of food

Key Growth Trends

1

Alternative Sweeteners

- With sugar playing a key role in obesity, Type 2 diabetes, and other health concerns, a survey has found that nearly half of consumers are trying to reduce sugar consumption
- Plant-based sweeteners like stevia and monk fruit, along with low-calorie options such as sucralose, are becoming increasingly popular as appealing alternatives to artificial high-intensity sweeteners like aspartame



2

Highly Functional Ingredients

- These components are recognized for their clean label, absence of gluten and allergens, catering to the preferences of consumers focused on health and nutrition. They offer enhanced nutritional benefits while maintaining wholesomeness
- A notable example is Scoular's functional chickpea flour. This innovative flour mimics the properties of a protein isolate but is priced similarly to regular flour. It enhances the extrusion process, can substitute for eggs, and reduces the rate of bread staling, all while being used in minimal quantities



3

Upcycling Ingredients

- Upcycling ingredients has become a noted trend across the industry, with groups like the Specialty Food Association, Whole Foods Market and the International Food Information Council expecting a similar increase in use
- The sustainable practice can especially increase interest from Gen Z consumers, among which more than 65% say sustainability has an impact on their food and beverage choices



4

Components Transparency

- Component transparency is a growing trend in the ingredients industry due to increasing consumer awareness and desire for trustworthy products
- Businesses across sectors adopt clean labels to provide detailed ingredient information, including sourcing details and potential health or environmental impacts. This transparency improves consumer trust and supports informed purchasing decisions



5

Non-Dairy Substitutes

- With the increasing lactose intolerance, dietary restrictions, and animal welfare concerns, the demand for nondairy substitutes is growing
- To respond to the shifting landscape, the ingredients industry leverages emerging technologies to create a diverse range of dairy alternatives. These technological innovations offer both nutritional value and taste satisfaction while being sustainable



6

Wellness Ingredients

- There is a rising need for ingredients in foods and beverages that aid in sleep, stress reduction, and mood support. The growing interest in women's health has led to an increased demand for ingredients such as ashwagandha and turmeric
- The demand for wellness-related products will also lean on the use of botanicals, a group of ingredients that include herbs, flowers, and roots



Health & Wellness

The global health and wellness sector is capitalizing on the surge in demand for 'healthy' options, as consumers increasingly shift towards alternatives with clean ingredients and make purchases focused on preventive nutrition, immunity, clean eating, and overall health and wellness. The expansion of the health and wellness industry can be largely attributed to the rising prevalence of physical and mental health issues, including anxiety and depression.

The health and wellness market is witnessing significant growth as a greater number of individuals adopt healthier lifestyles, involving regular healthcare checkups, exercise, and healthier dietary habits, in response to the increasing prevalence of various diseases.

Additionally, the increasing popularity of spas and the consumption of functional foods and beverages for personal care, coupled with rising disposable incomes and the growing influence of social media platforms and influencers promoting healthy lifestyles, fitness routines, and wellness products, are contributing factors creating a favorable market outlook globally.

Market Overview

The Global Health and Wellness Food market is expected to grow from an estimated \$5.6 trillion in 2023 to almost \$8.0 trillion in 2030, at a CAGR of 5.4%.

Key Companies¹



The market players are striving to gain higher market share by adopting strategies, such as investments, partnerships, and M&A. Companies are also spending on the development of improved products and services.

Other notable key players include Hansen Holding, Clover, Doves Farm Foods, Eden Foods, Enjoy Life Natural Brands by Mondelez International and Yakult Honsha.

Key Categories

Personal Care & Beauty & Anti-Aging

The personal and beauty care products segment is anticipated to command a significant share in the health and wellness market. The increasing demand for organic and natural, beauty and personal care items has influenced the expansion of the market

Physical Activity

The core of the physical activity market is consumer participation in four types of recreational physical activities: fitness, sports, active recreation, and mindful movement. Many outdoor sports and recreation activities have gained popularity since the pandemic.

Nutrition & Weight Loss

Individuals are recognizing the significance of consuming nutritious foods and managing weight to uphold good health and prevent diseases. This heightened awareness has resulted in a growing demand for products and services associated with nutrition and weight management.

Source(s): Web Research, News Articles
Note: (1) Based on 2023 Revenue

Market Overview

Preventive & Personalized Medicine

The Preventive & Personalized Medicine sector includes a variety of medical and public health services that focus on treating “well” people, preventing disease, or detecting risk factors – for example, routine physical exams, diagnostic and screening tests, vaccinations, educational campaigns, etc

Key Segment Global Market Size and Growth, 2023 – 2030

Segment	Personal Care & Beauty & Anti-Aging	Nutrition & Weight Loss	Physical Activity	Wellness Tourism	Preventive & Personalized Medicine	Spa Economy
Market Size 2023	\$1,197.5B	795.8B	\$948.3B	\$701.4B	\$637.5B	\$125.5B
Market Size 2030	\$1,789.1B	\$1,205.7B	\$1,387.4B	\$997.9B	\$919.7B	\$177.3B
CAGR 2023 – 2030	5.9%	6.1%	5.6%	5.2%	5.4%	5.1%

Regional Overview

- Europe:**
 The Health and Wellness Food market in Europe is expected to grow at a CAGR of 5.0% from 2023 – 2030, reaching to \$2.0 trillion by 2030.
- Asia Pacific:**
 The Asia-Pacific region is projected to grow at a CAGR of 6.2% from 2023 – 2030, reaching to \$2.8 trillion by 2030.
- North America:**
 The North American health and wellness food market is forecasted to grow at a CAGR of 5.6% from 2023 – 2030, reaching \$2.5 trillion by 2030.

Market Drivers



Sedentary Lifestyle

The sedentary lifestyle of the consumers, hectic schedules, and growing prevalence of various chronic diseases and various mental disorders are the major drivers of the health and wellness market



Self-Optimization

Consumers are increasingly quantifying themselves through health data tracking to become healthier individuals. Wellness perception is evolving to include spiritual, emotional, and mental health



A New Balance

The shift in the pursuit of well-being involves a calmer approach, aided by new technology that monitors and enhances key aspects like sleep and mood. This enables consumers to optimize their downtime as effectively as their work or playtime



Corporate Health and Wellness Services

Corporate firms commonly enhance accessibility to health and wellness services by incorporating programs into the workplace. This provides employees with convenience and the opportunity to prioritize their well-being.

Key Growth Trends

1

Health at Home

- At-home diagnostic tests are appealing to consumers because they offer greater convenience than going to a doctor’s office, quick results, and the ability to test frequently.
- According to McKinsey, 24% of US consumers are interested in testing for cold and flu symptoms at home and 35% of consumers in China reported that they had even replaced some in-person healthcare appointments with at-home diagnostic tests.



2

Interest in Weight Loss Medication

- With drugs like Ozempic and natural options like berberine receiving a ton of press for promoting weight loss, we’re expecting a clear uptick in weight loss medications
- Datassential reports that 14% of consumers are becoming more interested in GLP-1 receptor agonist prescription drugs, including Ozempic and Wegovy.



3

Sustainable & Affordable Nutrition

- Research indicates that some consumers are willing to pay more for foods with lower environmental impact.
- Since demand for healthy food remains high, there is an increased focus on “affordable nutrition” innovation in new ingredients, foods, and beverages that provide a health benefit but at a lower cost



4

Clinical Over Clean

- Around half of consumers in the UK and US identified clinical effectiveness as a primary factor in their purchasing decisions, with only approximately 20% expressing the same preference for natural or clean ingredients
- Customers prioritized clinical efficacy for digestive medication, topical treatments, and eye care products, while preferred natural and clean ingredients for supplements, superfoods, and personal-care products



Snacking

Snack foods are emerging as a top category in the global fast-moving consumer goods sector. The Circana 2023 Snacking Survey highlights that snacking remains a lifestyle in the US, with 49% of consumers consuming 3+ snacks per day.

Despite inflation and price increases, the volume of snacking has seen little change. Consumers continue to indulge in snacks, often preferring unique flavors and smaller portion sizes. The Fourth Annual Mondelez State of Snacking report supports this, showing that 75% of consumers always find room in their budget for snacks, and 55% make a meal out of snacks at least weekly.

Cultural diversity and globalization have expanded the range of snack options available worldwide. Technological advancements and the availability of snacks through various retail channels, including online platforms, have also contributed to market expansion. The snacking industry is evolving rapidly, with consumers' preferences and behaviors shaping its future. Despite economic challenges, the desire for indulgence, unique flavors, and convenience continues to drive the market

Key Product Categories

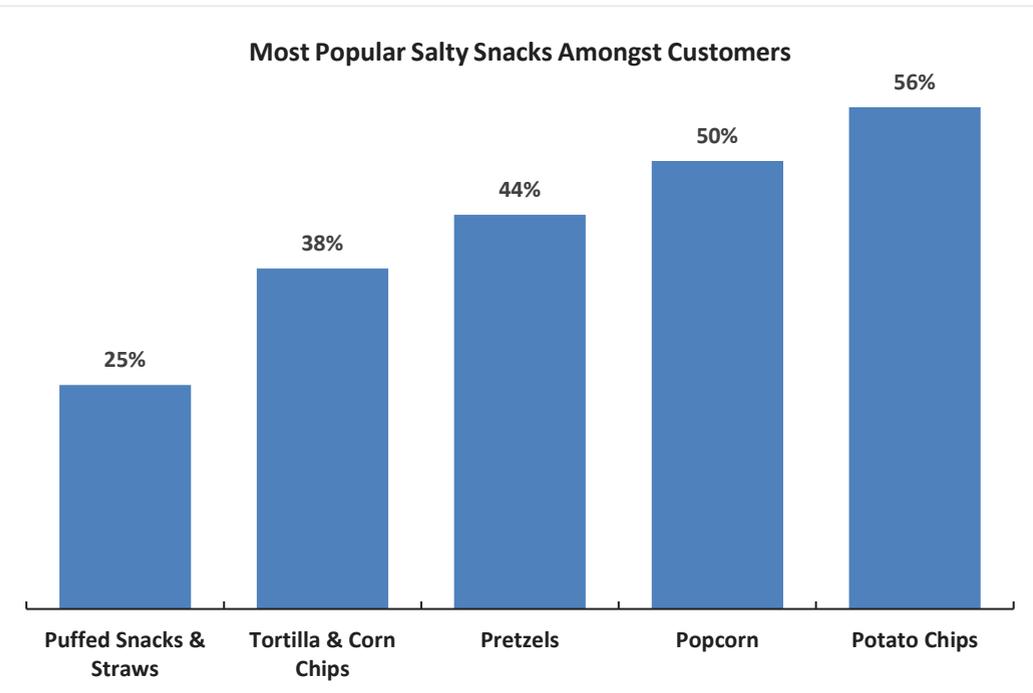
Savory Snacks



Savory Snacks



Key Trends



Top Specialty Food Categories

Since 2020 chips/pretzels/snacks have climbed to the top ranked specialty food category, followed by meat/poultry/seafood and cheese & plant-based cheese

Source(s): Web Research, Specialty Food Association
 Note: (1) Based on 2023 Revenue

Market Drivers



Rising demand for convenient foods



The widespread accessibility of snacks through various retail channels, including online platforms



Rising demand for snack flavors and varieties



Emphasis on quality ingredients and manufacturing processes

Key Growth Trends

1

Healthy Snacks as a Priority

- Health-conscious consumers are seeking snacks to satisfy and satiate their cravings
- There's a growing demand for snack options that align with health-conscious lifestyles
- According to Circana, 54% of consumers say snacks are an important part of their healthy eating plan throughout the day

2

Using Flavors to Differentiate

- Extreme flavor innovation in snacking is happening on social media via viral trends and ease of discovery
- Snacks are also becoming more adventurous in incorporating global flavors, with a big focus on Korean and Japanese flavors
- When it comes to flavor, spicy offerings are posting strong unit growth across numerous snack categories

3

Snacks Move to the Center Plate

- More consumers are integrating their favorite snack products into meals, up 35% over the previous year
- Once a week, more than half of consumers use snacks as a key ingredient in no-prep dinners, while more than one-third seize this opportunity multiple times a week

4

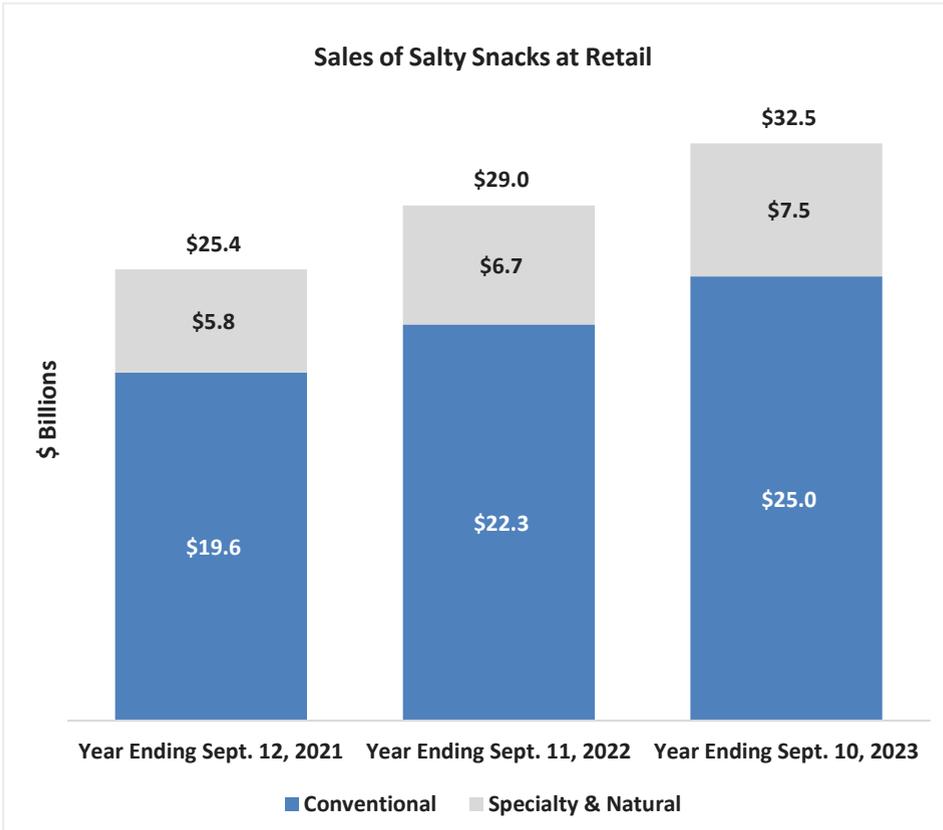
Private Label Brands

- As consumer budgets get tight, consumers are increasingly willing to spend more on private label products
- Several snack categories have experienced positive gains for both dollars and units over the past 5 years
- Private label brands have moved away from their traditional role as the budget-friendly, knock-off alternative to branded items and are now offering reasonably priced items that are of notable quality

5

Superfood Snacks

- Snacks are being seen to promote overall well-being and assist with mood enhancement. Health-conscious consumers are opting for snacks that will improve their physical and mental states
- Consumers are beginning to prefer snacks that promote cognitive, digestive, heart, joint, and immune health



75%
Of consumers always find room in their budget for snacks despite rising grocery costs

68%
of consumers check the nutrition label before buying snacks

55%
Of households make a meal out of snacks weekly

69%
of consumers believe that sustainable packaging helps them enjoy a snack more

Key Insights



Snacks with Sustainable Packaging: Snacks may still be impulse buys for many consumers, but reducing waste is a top priority. According to the Mondelez’s State of Snacking report, seven in 10 people believe sustainable packaging enhances their snack enjoyment. Consumers are not just looking for recycled materials but are also keen on brands that are transitioning towards recyclable or even biodegradable packaging



Taste Over Price: Across generations, nearly three-quarters of consumers (74%) refuse to sacrifice taste when selecting their snacks. Over two-thirds (67%) of consumers would rather buy fewer amounts of their favorite snack brand than buy the generic alternative



Alternative Ingredients: The snacking sector is embracing a wider variety of alternative ingredients, with snacks now featuring everything from sweet potatoes and mushroom jerky to exotic ingredients like taro and jackfruit. Concurrently, there’s an exciting influx of new flavors inspired by international cuisines, with Korean, Indian, and Mexican influences making a mark, alongside bold flavors such as flamin’ hot honey and cheddar jalapeno



Health & Wellness: There's a growing trend towards functional snacks that provide targeted health advantages and higher nutritional content. This trend is evident across conventional snack varieties including chips, pretzels, snacks, jerky, meat snacks, rice cakes, and cookies, bars, and crisps. Product development is emphasizing functional health benefits and reduced sugar content, resulting in significant market growth

Dairy

The global dairy industry, a key cornerstone of the food market, is in a state of constant evolution. However, it encountered a range of changes and challenges in 2023.

The long-term outlook for the global dairy industry remains optimistic. Rapid urbanization, increasing awareness about health and nutrition, significant technological advancements, the rising popularity of dairy-based snacking, shifting dietary preferences, and favorable government policies and regulations are some of the major factors propelling the market

However, the dairy industry has faced significant challenges due to inflation in 2022 and 2023. Escalating input costs have resulted in diminished profits for dairy farmers and elevated prices for consumers. As a result, it becomes crucial to emphasize values like sustainability or functionality, with a preference for multifunctionality (such as promoting both gut health and increased energy). Additionally, there is a heightened focus on exploring cost-effective alternatives to meet the varied demands of customers.



Milk dominates the market as the largest category, holding a substantial ~35% market share. The segment's growth across the world is propelled by factors such as population expansion, heightened health awareness, growing demand from emerging markets, and value-addition initiatives, among others.



Yogurt stands out as the category with the highest global penetration of probiotics. The global yogurt segment is largely driven by the health benefits associated with consuming yogurt and increased awareness among people for losing weight globally.

Market Overview

The global dairy market reached \$944.7 billion in 2023 and is expected to reach \$1,459.3 billion by 2032, growing at a CAGR of 5.0%.

Key Companies¹



The market is fairly fragmented, but has numerous smaller players in niche categories. These players are actively pursuing increased market share through various strategies, including investments, partnerships, and M&A.

Market players are additionally allocating resources to enhance product development, while also emphasizing sustaining competitive pricing.

Other notable key players include Emmi Group, Alpura, Grupo Lala, Leprino Foods, Schreiber Foods, Fonterra, Saputo, Unilever, Agropur, and Arla Foods

Source(s): Web Research, Precedence Research
Note: (1) Based on 2023 Revenue

II. Sector Coverage

Key Categories



Milk

2023 Valuation: \$350.0 billion,
CAGR: 7.1% (2024-28)



Butter

2023 Valuation: \$46.8 billion,
CAGR: 3.7% (2023-33)



Yogurt

2023 Valuation: \$120.7 billion,
CAGR: 5.8% (2023-32)



Milk Powder

2023 Valuation: \$34.6 billion,
CAGR: 5.7% (2023-32)



Cheese

2023 Valuation: \$88.5 billion,
CAGR: 5.5% (2023-32)



Whey Protein

2023 Valuation: \$19.6 billion,
CAGR: 7.5% (2023-33)



Ice Cream

2023 Valuation: \$73.4 billion,
CAGR: 3.3% (2023-32)



Lactose

2023 Valuation: \$2.9 billion,
CAGR: 3.6% (2023-33)

Regional Overview

- Europe:**

Europe dominates the market with a value share of 33.8%, which was 10.9% more than North America in 2023. The Milk market in Europe is projected to grow by 5.1% (2024-2028) reaching \$70.9 billion by 2028.

- Asia Pacific:**

Asia-Pacific is the second-largest dairy market globally. The region is projected to grow by 14% from 2024-2027. In Asia-Pacific, the dairy market is expanding rigorously due to the strong demand for dairy products and the presence of leading dairy producers.

- North America:**

The North American dairy products market is expected to grow at a CAGR (2024-2029) of 3.7%. Dairy products with organic and pasture raised labels continues to be a key driver of demand

Market Drivers



Higher attention to health and wellness, with increased demand for products that can supply essential nutritional benefits



Global need for vital nutrients such as calcium and protein, which are abundantly present in dairy products



Urbanization and busy lifestyles have made convenience a key influence on dietary choices, with dairy companies quick to capitalize on this trend



Advances in production, transportation, and communication technology; improved on-farm productivity; and more efficient dairy chains

Key Growth Trends

1

Cultured Dairy for Immune Health

- In the post COVID era, consumers are keeping cultured products as a regular part of their diets
- Besides the perceived immune system benefits through its influence on the gut microbiome, cultured dairy is a popular choice for consumers concerned about digestive health



2

Clean Label and Natural Ingredients

- Consumers are increasingly seeking dairy products made with clean and natural ingredients, avoiding products with artificial additives, preservatives, and synthetic flavors, and purchasing products with organic and pasture raised labels more frequently
- Dairy processors are responding by formulating products using simpler and more natural ingredients, eliminating or reducing the use of additives, and opting for clean-label claims to meet consumer preferences



3

Animal-Free Dairy

- Plant-based dairy products have proliferated in the market in recent years, starting with plant-based milks and expanding to plant-based yogurt, cheese, and ice cream
- As plant-based brands persist in introducing innovative flavors and ingredients, a new contender is emerging. Animal-free dairy milk, crafted using whey proteins from cellular agriculture, is set to debut



4

High-Protein Dairy Beverages

- High-protein dairy RTDs are also expected to do well in 2024. These protein-fortified drinkable yogurts, shakes, and flavored milks can be used as a healthy protein snack or as a meal replacement for consumers returning to their busy, on-the-go lifestyles
- They can also be used to support workouts due to their high protein levels. Known for their variety of indulgent flavors, high-protein dairy RTDs also meet the need for conscious indulgence



5

Dairy for Weight Management

- Consumers are seeking foods that aid in weight management, and dairy products, particularly those high in protein and low in sugar, are well-suited to contribute to this solution
- Dairy processors are developing low-sugar and low-fat options, reduced-fat cheeses, and low-fat milk varieties, ensuring that consumers can enjoy dairy products while maintaining a healthier diet



In the wake of a dynamic 2022, the Food and Beverage (F&B) industry continued to demonstrate its resilience in 2023 with steady M&A activity. Strategic buyers, especially those backed by private equity, played a significant role, contributing to 81% of the total deal volume. As we look ahead to 2024, the industry is poised for careful and strategic M&A moves. Despite the challenges of high interest rates, the potential for M&A remains robust, thanks to the essential nature of the F&B sector and the availability of dry powder and excess capital

2023 Notable Acquisitions (Target / Acquirer)

III. M&A Highlights

Selected M&A Transactions (1/8)

Ann. Date	Target Company	Target Description	Country	Bidder Company	EV (\$M)	EV/ Revenue (x)	EV/ EBITDA (x)
29-Dec-23	HKScan Sweden AB	Processes and markets pork, nut, lamb, calf, and minced meat products	Sweden	Lantmännen ekonomisk förening	121.8	0.1	-
21-Dec-23	Jan Becher Pernod Ricard	Producer and distributor of alcoholic beverages	Czech Republic	Maspex Group(Krzysztof Pawinski)	300.0	-	-
21-Dec-23	WOSANA S.A.	Manufactures and sells own and private label beverages	Poland	DyDo Group Holdings, Inc. (TSE:2590)	49.9	0.7	-
19-Dec-23	The Beverage Company	Produces beverages, such as carbonated soft drinks, mineral water, energy drinks, and mixers	South Africa	Varun Beverages Limited (NSEI:VBL)	161.0	0.8	-
18-Dec-23	Apollo Food Holdings Berhad	Manufactures, trades in, markets, and distributes compound chocolates, chocolate confectionery products, and layer cakes	Malaysia		70.5	1.3	6.7
18-Dec-23	Oceania Meat Processors	Provider of processed meat	New Zealand	Ridley Corporation (ASX: RIC)(Quinton Hildebrand)	34.9	-	-
15-Dec-23	La Colombe Torrefaction, INC.	Produces packaged coffee and operates coffee shops	United States	Chobani Inc.	900.0	-	-
14-Dec-23	Courvoisier	Manufacturer of wines and spirits	United States	Gruppo Campari (MIL: CPR)(Robert Kunze-Concewitz)	1,200.0	-	-
11-Dec-23	Kamata	Manufacturer of food products catering to the healthcare industry	Japan	Sunsho Pharmaceutical	11.5	-	-
1-Dec-23	LIUHE Group Co. Ltd.	Engages in animal feed manufacturing, meat processing and cooking, livestock and poultry breeding	China	New Hope Liuhe Co.,Ltd. (SZSE:000876)	1,513.4	-	-
30-Nov-23	7-Eleven Stores Pty. Ltd.	Offers sandwiches, hot pies, sausage rolls, frozen beverages, and more via chain of convenience stores	Australia	7-Eleven International LLC	1,130.2	-	-
29-Nov-23	Chongqing Xinniu Hanhong Industrial Co., Ltd.	Engages in the sale of yogurt drinks	China	Caogenzhiben Group	46.2	-	-
29-Nov-23	Fortenova Group	Operator of agriculture and food retail chain intended to offer fresh food products	Croatia	Open Pass(Pavao Vujnovac)	2,740.9	0.5	-
27-Nov-23	PT Estika Tata Tiara Tbk	Engages in the manufacture and distribution of processed food	Indonesia	Asia Agri International Pte.Ltd	55.2	2.1	30.0
16-Nov-23	Hotel Chocolat Group plc	Engages in the manufacture and retail chocolates and cocoa-related products	United Kingdom	Mars, Incorporated	688.2	2.7	25.7
16-Nov-23	Sonoma-Cutrer	Operator of a winery and manufacturer of wines	United States	Duckhorn Vineyards (NYS: NAPA)(Deirdre Mahlan), TSG Consumer(James O'Hara)	400.0	4.8	-
13-Nov-23	Thankcome Biological Science And Technology (Suzhou) Co., Ltd.	Engages in the research and development of probiotic health food	China	Perfect Group Corp., Ltd (SHSE:603059)	41.2	-	-

Source: CapitalIQ, Pitchbook and Web-Research

III. M&A Highlights

Selected M&A Transactions (2/8)

Ann. Date	Target Company	Target Description	Country	Bidder Company	EV (\$M)	EV/ Revenue (x)	EV/ EBITDA (x)
10-Nov-23	Ingredion Korea Incorporated	Produces corn products and offers corn starches, sugar substitute sweeteners, and more	South Korea	Sajodaerim Corporation (KOSE:A003960)	293.1	-	-
3-Nov-23	TDBBS, LLC	Manufactures, distributes, and sells dog treats and chews	United States	Central Garden & Pet Company (NASDAQGS:CENT)	60.0	-	-
30-Oct-23	Hangzhou Jiuyang Bean Industry Limited	Engages in the production of soymilk powder	China		95.0	-	-
30-Oct-23	Daou Vineyards	Producer of alcoholic beverages	United States	Treasury Wine Estates (ASX: TWE)(Timothy Ford)	1,000.0	4.7	15.9
29-Oct-23	FUEL10K Ltd	Offers protein enriched breakfast products, includes granola, oats and drinks products	United Kingdom	Premier Foods plc (LSE:PFD)	40.8	-	-
28-Oct-23	LSO Organization Holdings Pte. Ltd.	Engages in the aquaculture food processing, and sale of food products	Singapore	Advanced Systems Automation Limited (Catalist:5TY)	4.5	-	-
26-Oct-23	Phu Ben Tea Company Limited	Engages in growing, manufacturing, and selling of tea	Vietnam	TLK Agriculture Joint Stock Company	2.2	0.6	-
24-Oct-23	Global Consumer Public Company Limited	Provides frozen processed ready-to-eat foods	Thailand	Siraj Holding L.L.C.	61.6	1.0	-
10-Oct-23	CJ Selecta	Manufacture of soy-derived products	Brazil	Bunge (NYS: BG)	542.0	-	-
10-Oct-23	Perfection Pet Foods	Provider of pet food contract manufacturing services, catering to retailers and brand owners	United States	Post Holdings (NYS: POST)	235.0	-	-
2-Oct-23	Industrias Bachoco, S.A.B. de C.V.	Engages in the breeding, processing, and marketing poultry products	Mexico	Edificio del Noroeste, SA de CV	2,374.8	0.4	4.8
28-Sep-23	Honworld Group Limited	Manufactures and sells cooking wine and other condiment products	China	Wuxing City Investment HK Company Limited	400.4	10.6	-
27-Sep-23	Sahale Snacks, Inc.	Produces, processes, and markets nuts and dried fruits snacks	United States	Kar Nut Products Company, LLC	34.0	0.7	-
26-Sep-23	Cheekah Kemayan Plantations Sdn Bhd	Engages in the oil palm cultivation and palm oil processing	Malaysia	Prosper Trading Sdn. Bhd	33.1	NA	-
23-Sep-23	Anamika Sugar Mills Private Limited	Engages in the production of sugar	India	Shree Renuka Sugars Limited (NSEI:RENUKA)	28.4	0.8	-
20-Sep-23	Finsbury Food Group Plc	Engages in the manufacture and sale of a range of cakes, bread, and bakery snack products	United Kingdom	DBAY Advisors Limited	217.9	0.5	6.2
15-Sep-23	Independent Fisheries	Operator of deep seas fishing and processed seafood company	New Zealand	Sealord Group(Doug Paulin)	296.0	-	-
14-Sep-23	Arabian Food Industries Company (DOMTY) - S.A.E	Manufactures, markets, and distributes dairy and food products	Egypt	International Dairy Investment Company	91.0	0.4	3.6

Source: CapitalIQ, Pitchbook and Web-Research

III. M&A Highlights

Selected M&A Transactions (3/8)

Ann. Date	Target Company	Target Description	Country	Bidder Company	EV (\$M)	EV/ Revenue (x)	EV/ EBITDA (x)
12-Sep-23	Anamika Sugar Mills	Producer of sugar and related products	India	Shree Renuka Sugars (BOM: 532670)	28.3	-	-
11-Sep-23	Guangdong Yuehai Feeds Group Co.,Ltd.	Engages in the research and development, production, and sale of aquatic feeds	China	Shanghai Jingshang Investment Co., Ltd.	707.9	0.7	17.7
11-Sep-23	Hostess Brands, Inc.	Develops, manufactures, markets, sells, and distributes snack products	United States	The J. M. Smucker Company (NYSE:SJM)	5,531.8	4.0	18.2
6-Sep-23	Certain Assets Relating to the Snack Bars Business Unit of Treehouse Foods, Inc.	Certain Assets Relating to the Snack Bars Business Unit of Treehouse Foods which comprises food manufacturing facility	United States	John B. Sanfilippo & Son, Inc. (NasdaqGS:JBSS)	61.3	-	-
1-Sep-23	Shandong Huifa Foodstuff Co.,Ltd.	Engages in the research and development, production, and sales of quick-frozen conditioning products	China		300.4	1.3	-
29-Aug-23	The Nilgiri Dairy Farm Private Limited	Offers dairy products, baked goods, chocolates, staples, and rice and grocery	India	AVA Cholayil Health Care Private Limited	8.1	1.7	-
11-Aug-23	PT. Pundi Kencana	Engages in the milling of flour	Indonesia	PT Wilmar Nabati Indonesia; PT Sentratama Niaga Indonesia	37.5	-	-
7-Aug-23	Sovos Brands, Inc.	Manufactures and distributes consumer food products	United States	Campbell Soup Company (NYSE:CPB)	2,786.8	3.0	15.7
6-Aug-23	Industrial Pesquera Santa Priscila	Producer of shrimp and tilapia	Ecuador	Mitsui & Company (TKS: 8031)	360.0	-	-
4-Aug-23	Yaizu Suisankagaku Industry Co.,Ltd.	Manufactures and sells natural seasonings, healthy foods, functional foods, and other foods	Japan	JSKD LLC	38.4	0.4	7.4
3-Aug-23	Truss Beverage Co.	Manufactures non-alcoholic cannabis beverages	Canada	Tilray Brands, Inc. (NASDAQGS:TLRY)	4.3	-	-
2-Aug-23	Coca-Cola Beverages Philippines, Inc.	Manufactures and markets Coca-Cola beverages	Philippines	Coca-Cola Europacific Partners PLC (ENXTAM:CCEP); Aboitiz Equity Ventures, Inc. (PSE:AEV)	1,800.0	1.1	-
1-Aug-23	Network Foods International Ltd.	Manufactures confectionery and cocoa based products	Singapore	Wah Kong Corporation Sdn Bhd	6.3	-	-
31-Jul-23	Shanghai Greatang Orchard Food Co., Ltd.	Produces local authentic meals and snacks	China	Kerry Group plc (ISE:KRZ)	209.8	-	-
31-Jul-23	Sichuan Jixiangju Food Co., Ltd.	Manufactures vegetable seasoning and sauces	China		392.1	2.4	-
31-Jul-23	Superior Pet Food Co. Limited	Manufactures and supplies dog treats and rolls	New Zealand	EBOS Group Limited (NZSE:EBO)	49.8	-	-
30-Jul-23	Cosumar SA	Produces, packages, and markets sugar products	Morocco		2,067.5	1.5	11.7
30-Jul-23	Cosumar Wilmar SA	Produces vegetable fats, their derivatives and by-products	Morocco	Wilmar International Limited (SGX:F34)	19.3	-	-

Source: CapitalIQ, Pitchbook and Web-Research

III. M&A Highlights

Selected M&A Transactions (4/8)

Ann. Date	Target Company	Target Description	Country	Bidder Company	EV (\$M)	EV/ Revenue (x)	EV/ EBIDTA (x)
27-Jul-23	Jimmy's Iced Coffee Limited	Operates as a packaged foods and meats producers company	United Kingdom	Britvic plc (LSE:BVIC)	32.1	1.5	-
20-Jul-23	Cake Box Holdings Plc	Engages in the retail of fresh cream cakes	United Kingdom	River Capital Pty Ltd.	77.7	1.7	8.8
7-Jul-23	Morixe Hermanos S.A.C.I.	Manufactures and sells food products	Argentina	Sociedad Comercial del Plata S.A. (BASE:COME)	42.5	0.5	3.0
5-Jul-23	Kevin's Natural Foods	Manufacturer and supplier of health-forward food products	United States	Mars(Shaid Shah)	810.0	-	-
4-Jul-23	Costa Group Holdings Limited (ASX:CGC)	Produces, packs, and markets fruits and vegetables to food retailers	Australia	Paine Schwartz Partners, LLC; British Columbia Investment Management Corporation; Driscoll's, Inc.	1,598.3	1.8	11.4
3-Jul-23	Bang Energy	Producer of sports nutrition drinks	United States	Monster Beverage (NAS: MNST)(Rodney Sacks)	362.0	-	-
3-Jul-23	PHG Ever Fresh Group	Provider of natural durian fruits	Malaysia	Hextar Fruits	18.1	-	-
3-Jul-23	Swift Health Food (Singapore) Pte Ltd	Produces and retails Mānuka honey	Singapore	Comvita Limited (NZSE:CVT)	6.3	-	-
3-Jul-23	Vrumona	Producer of non-alcoholic beverage products	Netherlands	Royal Unibrew (CSE: RBREW)(Lars Jensen)	321.0	-	-
3-Jul-23	Vrumona BV	Manufactures and distributes soft drinks	Netherlands	Royal Unibrew A/S (CPSE:RBREW)	327.5	1.5	12.0
1-Jul-23	Shandong Huifa Foodstuff Co.,Ltd.	Engages in the R&D, production, and sales of quick-frozen conditioning products	China	Zhijian Zhiyuan New Prospect Private Equity Securities Investment Fund	247.0	1.0	-
28-Jun-23	Swire Coca-Cola	Distributor of beverages	United States	John Swire & Sons	3,900.0	-	-
27-Jun-23	Dali Foods Group Company Limited	Manufactures and sells food and beverages	China		4,946.8	1.7	10.0
26-Jun-23	Bix Produce Company, LLC	Engaged in the distribution of bulk and pre-cut fruits and vegetables, dairy, and related food items	United States	FreshPoint, Inc.	219.3	-	-
26-Jun-23	Whole Earth Brands, Inc.	Provide access to high-quality plant-based sweeteners, flavor enhancers and other food	United States		603.1	1.1	12.2
23-Jun-23	Nutrinova Netherlands B.V.	Manufactures and sells functional food ingredients	Netherlands	Mitsui & Co., Ltd. (TSE:8031)	675.0	3.9	14.7
15-Jun-23	Cook San Francisco, LLC	Provides gluten-free and dairy-free meal programs	United States	DDC Enterprise Limited (NYSEAM:DDC)	3.3	-	-
12-Jun-23	Ace Beverage Group	Producer of alcoholic beverages	Canada	Corby Spirit and Wine (TSE: CSW.A)(Nicolas Krantz)	124.2	1.8	-

III. M&A Highlights

Selected M&A Transactions (5/8)

Ann. Date	Target Company	Target Description	Country	Bidder Company	EV (\$M)	EV/ Revenue (x)	EV/ EBITDA (x)
6-Jun-23	Pure Nutrition Limited	Manufactures and markets dairy based powder products	New Zealand	Westland Milk Products Investments Limited	31.5	140.1	-
2-Jun-23	Nature Garden Co., Ltd.	Manufacturers and retails Health functional food	South Korea	Hurum Co., Ltd. (KOSDAQ:A353190)	4.5	1.5	-
30-May-23	Fancy Foods S.A.E.	Manufactures wafer and chocolate products	Egypt	Edita Food Industries Company (S.A.E) (CASE:EFID)	12.3	-	-
26-May-23	Black Sheep Brewery PLC	Brews and sells beer	United Kingdom	Breal Group Limited	6.2	-	-
25-May-23	Guangdong Wens Dairy Co., Ltd.	Produces raw milk	China	Guangdong Yuncheng Investment Holding Co., Ltd.	96.6	-	-
24-May-23	Pengdu Agriculture & Animal Husbandry Co.,Ltd	Engages in the grain trade, beef cattle, dairy, mutton sheep, and food distribution businesses	China	Qianhai Datang Yingjia (Shenzhen) Fund Management	2,255.2	0.8	22.9
23-May-23	Qingdao Richen Food Co.,Ltd.	Offers liquid and powder seasonings, roast chicken seasoning, sauces, coating flour, and coating paste	China		402.0	9.0	48.2
23-May-23	Doncafe DOO	Operator of a coffee brand intended to provide coffee to various customers	Serbia	Atlantic Grupa d.d. (ZGSE:ATGR)	43.7	-	-
11-May-23	Havlandet Norcod AS	Produces a cod hatchery where fish eggs are hatched under artificial conditions	Norway	Havlandet Havbruk AS	10.5	-	-
10-May-23	PT Estika Tata Tiara Tbk	Engages in the manufacture and distribution of processed food	Indonesia	Asia Agri International Pte.Ltd	7.8	2.1	-
10-May-23	Gourmessa Sdn. Bhd.	Produces and distributes frozen food products	Malaysia	Primabaguz Sdn Bhd	7.6	-	-
8-May-23	Donuk Firincilik Ürünleri Sanayi ve Ticaret A.S.	Produces frozen bakery products	Türkiye	Kerevitas Gıda Sanayi ve Ticaret A.S. (IBSE:KERTV)	46.2	-	-
8-May-23	Penelope Bourbon	Producer and retailer of alcoholic beverages catering bourbon whiskey industry	United States	Luxco	215.8	-	-
4-May-23	JOHBECO Group	Distributes meat, delicatessen meat, fish, and seafood	Sweden	Metro AG (XTRA:B4B)	110.6	-	-
4-May-23	North Coast Wine Co.	Producer of wine and alcoholic beverages	United States	Duckhorn Vineyards (NYS: NAPA)(Alex Ryan), TSG Consumer(James O'Hara)	55.0	-	-
3-May-23	Nestlé Lanka PLC	Engages in manufacture, marketing, distribution, and sale of food and beverage products	Sri Lanka	Nestlé S.A. (SWX:NESN)	233.7	0.9	4.3
1-May-23	NovaTaste	Producer and supplier of savory ingredients and blends	Austria	PAI Partners	900.0	-	-
30-Apr-23	Greenleaf, Inc.	Engages in the distribution of dairy, cheese, and related products	United States	The Chefs' Warehouse, Inc. (NASDAQGS:CHEF)	83.6	-	-

III. M&A Highlights

Selected M&A Transactions (6/8)

Ann. Date	Target Company	Target Description	Country	Bidder Company	EV (\$M)	EV/ Revenue (x)	EV/ EBITDA (x)
28-Apr-23	MAPCO Express, Inc.	Offers products in food and beverages, snacks and pastries via convenience stores	United States	Majors Management, LLC	266.0	-	-
25-Apr-23	Marley Spoon SE	Creates and delivers original recipes directly to customers for them to prepare and cook; and offers ready-to-heat meals	Germany	Marley Spoon Group SE (XTRA:MS1)	128.4	0.3	-
21-Apr-23	Beijing Shouong Animal Husbandry Development Co., Ltd.	Produces dairy products	China	Beijing Sanyuan Seed Industry Technology Co., Ltd.	354.4	1.0	-
19-Apr-23	Endian LLC	Engages in production and selling of soft drinks	Japan	Coca-Cola (Japan) Company, Limited	44.8	-	-
19-Apr-23	Tsit Wing International Holdings Limited	Provides beverages and food products	Hong Kong	Dah Chong Hong Food International Holdings Limited	54.5	0.6	4.8
19-Apr-23	Tycoin Industry Co., Ltd.	Engages in the trade and wholesale of fresh agricultural food products	South Korea	GenNBio Inc. (KOSDAQ:A072520)	22.1	3.4	-
11-Apr-23	Valorasoy S.A.	Provides packages foods to food industries	Argentina	Moolec Science SA (NASDAQCM:MLEC)	4.3	-	-
10-Apr-23	Global Sweeteners Holdings Limited	Engages in the manufacture and sale of corn refined products and corn sweeteners	Hong Kong		109.8	2.3	-
6-Apr-23	Kk Fresh Frozen Sdn. Bhd.	Engages in the trading of frozen meat and poultry product	Malaysia	HB Global Limited (KLSE:HBGLOB)	6.8	0.2	-
3-Apr-23	PT Kencana Inti Perkasa	Engages in the palm oil processing industry	Indonesia	Mewah International Inc. (SGX:MV4)	6.8	-	-
28-Mar-23	United Malt Group Limited	Processes and supplies malt and craft ingredients to brewers, distillers, and food markets	United States	Malteries Soufflet SAS	1,429.4	1.5	27.0
27-Mar-23	Best Mart 360 Holdings Limited	Operates as a leisure food retailer that operates chain retail stores	Hong Kong		244.0	0.9	4.8
24-Mar-23	Weibao Food (Kunshan) Co., Ltd.	Engages in the production and sale of fruit juices, jams, fruit powder, creamer, coffee, pearl milk tea, and other food products	China	Zhengzhou Qianweiyangchu Food Co., Ltd. (SZSE:001215)	7.7	-	-
23-Mar-23	Garlic & Herbs Dorot Agricultural Cooperation Ltd	Produces convenient, pre-portioned fresh-frozen garlic, and herbs	Israel	Diplomat Holdings Ltd (TASE:DIPL)	54.9	-	-
22-Mar-23	Shizuoka Roast System K.K.	Engages in the manufacture and sale of roasted green tea	Japan	Aseed Holdings Co.,Ltd. (TSE:9959)	9.3	-	-
17-Mar-23	Taisun Enterprise Co., Ltd.	Operates in the food and beverage industry	Taiwan	Long Bon International Co.,Ltd (TWSE:2514)	186.9	0.5	96.4
13-Mar-23	Lucky Foods	Manufacturer of frozen Asian food based	United States	Daesang (KRX: 001680)	29.6	-	-
12-Mar-23	Ramat Hagolan Dairies Ltd.	Produces milk products	Israel	Zanlakol Ltd (TASE:ZKNL)	9.2	-	-

Source: CapitalIQ, Pitchbook and Web-Research

III. M&A Highlights

Selected M&A Transactions (7/8)

Ann. Date	Target Company	Target Description	Country	Bidder Company	EV (\$M)	EV/ Revenue (x)	EV/ EBIDTA (x)
10-Mar-23	Jiangxi Jiuai Food Co., Ltd.	Produces beverages and juices	China	Fujian Green Forest Agricultural Technology Co., Ltd.	11.9	1.6	-
9-Mar-23	Golan Heights Dairies	Producer of dairy products	Israel	Zanlakol (TAE: ZNKL)	12.0	-	-
8-Mar-23	Biou (Zhejiang) Food Industry Co., Ltd.	Produces and sells fruit products jams, canned fruits and vegetables, and other canned food	China	Hangzhou Bigeye Technology Co., Ltd.	11.1	-	-
8-Mar-23	Viking Aquaculture (Pty) Ltd	Produces seafood products for local and international markets	South Africa	Sea Harvest Aquaculture Proprietary Limited	11.3	-	-
7-Mar-23	Jiangxi Zhenzhen Laolao Food Co., Ltd.	Provides leaves-wrapped glutinous rice	China	Jiangxi Huangshanghuang Group Food Co., Ltd. (SZSE:002695)	59.2	-	-
1-Mar-23	Glanbia Cheese	Producer of mozzarella cheese	United Kingdom	Leprino Foods	384.6	0.7	9.2
20-Feb-23	Tiantong Foods (Yichang) Ltd.	Produces processed fruit products	China	Shandong Jinshuntai Agricultural Technology	13.1	-	-
20-Feb-23	Williams Sausage Company	Provider of food products intended to serve the retail and foodservice customers	United States	Tyson Foods (NYS: TSN)(Stewart Glendinning)	223.0	-	-
20-Feb-23	Williams Sausage Company, Inc.	Produces and distributes breakfast foods	United States	Tyson Foods, Inc. (NYSE:TSN)	220.0	-	-
15-Feb-23	PT. Coca-Cola Bottling Indonesia	Soft drink company, manufactures and distributes non-alcoholic ready-to-drink beverages	Indonesia	Coca-Cola Europacific Partners PLC (ENXTAM:CCEP)	1,023.6	-	-
15-Feb-23	Soylent Nutrition, Inc.	Produces and sells food replacement products	United States	Starco Brands, Inc. (OTCQB:STCB)	43.3	-	-
15-Feb-23	The Inside Scoop Sdn Bhd	Produces fresh ice cream	Malaysia	Farm Fresh Berhad (KLSE:FFB)	28.0	-	11.3
14-Feb-23	Catherine's Peak Bottling Company Limited	Engaged in the bottling, marketing and distribution of pure spring water	Jamaica	GraceKennedy Limited (JMSE:GK)	11.3	-	-
14-Feb-23	Siam Food Products Public Company Limited	Grows, manufactures, and distributes processed food from agricultural products	Thailand	Plantheon Co., Ltd.	164.7	1.6	16.8
10-Feb-23	Morinaga Le May Vietnam Joint Stock Company	Engages in the import and sales of baby milk	Vietnam	Morinaga Milk Industry Co., Ltd. (TSE:2264)	20.8	-	-
10-Feb-23	Turtle Island Foods, Inc.	Produces and sells plant-based food products	United States	Morinaga Nutritional Foods, Inc.	12.4	-	-
8-Feb-23	The J.M. Smucker Co (Pet Food Business)	Provider of pet food products	United States	Post Holdings (NYS: POST)(Robert Vitale)	1,207.5	-	-
7-Feb-23	Axelum Resources Corp.	Manufacture and distribution of coconut products	Philippines	Metro Pacific Agro Ventures, Inc.	252.2	2.0	10.5

Source: CapitalIQ, Pitchbook and Web-Research

Selected M&A Transactions (8/8)

Ann. Date	Target Company	Target Description	Country	Bidder Company	EV (\$M)	EV/Revenue (x)	EV/EBIDTA (x)
31-Jan-23	Breeders & Packers Uruguay	Producer and distributor of meats	Uruguay	Minerva Foods (BVMF: BEEF3)	40.0	-	-
30-Jan-23	Lees Foods Limited	Engages in the manufacture and sale of bakery-related products	United Kingdom	Finsbury Food Group Limited	7.1	0.3	6.3
30-Jan-23	Vitasoy Australia Products Pty Ltd	Engages in the production of milk	Australia	Vitasoy International Holdings Limited (SEHK:345)	74.0	-	-
25-Jan-23	Kohinoor Foods (BOM: 512559)	Engaged in the packaged foods business sector	India	Vikas Lifecare (BOM: 542655)(S Dhawan)	30.4	2.3	11.8
17-Jan-23	Royal Crown Company, Inc.	Produces and markets bottled soft drinks	United States	Macay Holdings, Inc. (PSE:MACAY)	45.9	-	-
16-Jan-23	Don Papa Rum	Producer of dark rum	Philippines	Diageo (LON: DGE)(John Kennedy)	353.4	10.0	-
12-Jan-23	AgriNurture, Inc.	Operates in the agro-commercial business	Philippines		138.1	2.0	126.0
6-Jan-23	Marinus Aquaservice As	Operates as a packaged foods and meats producers company	Norway	Frøy ASA	9.9	-	-
3-Jan-23	Sosyo Hajoori Beverages Private Limited	Manufactures and sells carbonated soft drinks and juices	India	Reliance Consumer Products Limited	10.0	-	-
					Mean	1.5	11.7
					Median	4.3	19.3

IV. | Peer Trading Analysis

Bakery

Company Name	Mkt Cap (\$M)	EV (\$M)	Margin (%)		EV/		
			EBITDA	EBIT	Sales (x)	EBITDA (x)	EBIT (x)
			LTM	LTM	LTM	LTM	LTM
Bakery							
George Weston	\$16,915	\$36,569	10.2%	7.7%	0.8x	8.2x	11.0x
Grupo Bimbo	\$22,329	\$30,119	12.4%	9.0%	1.3x	10.3x	14.4x
Gruma	\$6,794	\$8,492	14.2%	11.7%	1.3x	9.2x	11.2x
Flowers Foods	\$4,752	\$6,058	9.8%	7.2%	1.2x	12.2x	16.8x
Yamazaki Baking	\$4,699	\$4,671	6.7%	3.0%	0.6x	9.3x	20.6x
Greggs	\$3,361	\$3,572	13.4%	9.7%	1.7x	12.6x	17.5x
M. Dias Branco	\$2,678	\$2,833	9.4%	7.3%	1.3x	13.8x	18.0x
ARYZTA	\$1,829	\$2,277	10.6%	6.8%	1.0x	9.2x	14.4x
Premier Foods	\$1,493	\$1,841	18.1%	14.4%	1.4x	7.7x	9.7x
Toly Bread	\$1,727	\$1,835	13.6%	11.2%	2.0x	14.6x	17.7x
		Mean	11.8%	8.8%	1.3x	10.7x	15.1x
		Median	11.5%	8.3%	1.3x	9.8x	15.6x

IV. Peer Trading Analysis

Beverages

Company Name	Mkt Cap (\$M)	EV (\$M)	Margin (%)		EV/		
			EBITDA	EBIT	Sales (x)	EBITDA (x)	EBIT (x)
			LTM	LTM	LTM	LTM	LTM
Alcoholic Beverages							
Kweichow Moutai	\$305,772	\$296,384	68.6%	67.4%	15.4X	22.5X	22.9X
Anheuser-Busch InBev	\$128,294	\$217,525	30.0%	24.1%	3.7X	12.2X	15.2X
Diageo	\$81,262	\$103,120	32.3%	29.8%	4.8X	14.8X	16.0X
Heineken	\$57,589	\$80,084	17.6%	11.8%	2.5X	14.0X	21.0X
Pernod Ricard	\$44,721	\$57,182	28.5%	27.5%	4.3X	15.1X	15.7X
Constellation Brands	\$44,400	\$56,357	36.1%	31.7%	5.7X	15.9X	18.1X
Ambev	\$44,538	\$41,938	28.1%	22.7%	2.5X	9.1X	11.2X
Brown-Forman	\$27,579	\$30,316	31.0%	29.1%	7.1X	22.9X	24.4X
Asahi Group Holdings	\$18,900	\$28,997	14.8%	9.4%	1.6X	10.9X	17.2X
Carlsberg	\$18,207	\$22,061	17.8%	14.4%	2.1X	11.6X	14.4X
Molson Coors Beverage	\$13,212	\$19,042	18.7%	12.9%	1.7X	8.8X	12.8X
Thai Beverage	\$9,993	\$15,732	15.8%	13.0%	2.1X	13.1X	15.9X
Davide Campari-Milano	\$12,772	\$14,820	23.1%	21.0%	4.7X	20.3X	22.3X
China Resources Beer	\$14,203	\$14,220	17.7%	13.1%	2.7X	15.3X	20.6X
Tsingtao Brewery	\$11,869	\$8,946	15.3%	12.5%	1.9X	12.5X	15.4X
Royal Unibrew	\$3,348	\$4,306	17.0%	12.4%	2.5X	14.5X	19.9X
The Boston Beer Company	\$4,175	\$3,911	10.6%	6.4%	1.9X	17.9X	29.9X
HiteJinro	\$1,205	\$1,796	10.5%	4.3%	1.0X	9.2X	22.6X
The Duckhorn Portfolio	\$1,136	\$1,372	33.4%	26.0%	3.5X	10.3X	13.3X
		Mean	24.6%	20.5%	3.8x	14.3x	18.3x
		Median	18.7%	14.4%	2.5x	14.0x	17.2x
Non - Alcoholic Beverages							
The Coca-Cola Company	\$254,779	\$282,695	31.5%	28.9%	6.3x	20.0x	21.7x
PepsiCo	\$236,278	\$270,933	17.6%	14.6%	3.0x	16.8x	20.3x
Keurig Dr Pepper	\$46,593	\$61,011	26.6%	21.8%	4.1x	15.5x	19.0x
Monster Beverage	\$59,940	\$56,984	28.8%	27.9%	8.2x	28.6x	29.5x
Celsius Holdings	\$12,631	\$12,697	15.7%	15.4%	11.1x	70.6x	71.7x
Suntory Beverage & Food	\$10,193	\$10,379	13.2%	8.7%	1.0x	7.5x	11.4x
National Beverage	\$4,643	\$4,436	19.5%	17.9%	3.8x	19.3x	21.1x
Britvic	\$2,650	\$3,437	13.4%	10.4%	1.6x	12.0x	15.5x
The Vita Coco Company	\$1,457	\$1,364	11.4%	11.2%	2.8x	25.0x	25.5x
		Mean	19.7%	17.4%	4.7x	23.9x	26.2x
		Median	17.6%	15.4%	3.8x	19.3x	21.1x
Overall Mean			23.0%	19.5%	4.0x	17.4x	20.9x
Overall Median			18.3%	15.0%	2.9x	14.9x	19.4x

Condiments, Dressings, & Sauces

Company Name	Mkt Cap (\$M)	EV (\$M)	Margin (%)		EV/		
			EBITDA	EBIT	Sales (x)	EBITDA (x)	EBIT (x)
			LTM	LTM	LTM	LTM	LTM
Condiments, Dressings, & Sauces							
Condiments							
McCormick & Company	\$18,352	\$23,052	18.2%	15.5%	3.5x	19.0x	22.3x
Kikkoman	\$11,666	\$11,254	13.2%	9.6%	2.6x	20.0x	27.5x
Lancaster Colony	\$4,579	\$4,520	12.2%	9.4%	2.4x	19.9x	26.0x
Kewpie	\$2,450	\$2,422	8.0%	4.3%	0.8x	9.8x	18.4x
Daesang	\$582	\$1,104	6.4%	3.0%	0.4x	5.7x	12.0x
ARIAKE JAPAN	\$1,049	\$665	17.6%	14.2%	1.7x	9.9x	12.2x
		Mean	12.6%	9.3%	1.9x	14.0x	19.7x
		Median	12.7%	9.5%	2.1x	14.4x	20.3x

Food Ingredients

Company Name	Mkt Cap (\$M)	EV (\$M)	Margin (%)		EV/		
			EBITDA	EBIT	Sales (x)	EBITDA (x)	EBIT (x)
			LTM	LTM	LTM	LTM	LTM
Food Ingredients							
Specialty Driven Ingredients							
Givaudan	\$38,177	\$44,394	19.7%	16.1%	5.4x	27.4x	33.6x
International Flavors & Fragrances	\$20,670	\$31,170	15.0%	5.2%	2.7x	17.8x	51.1x
Symrise	\$15,394	\$18,143	18.2%	12.0%	3.5x	19.2x	28.9x
Kerry Group	\$15,284	\$17,264	13.1%	10.3%	1.8x	13.7x	17.3x
AAK	\$5,802	\$6,146	9.3%	7.8%	1.4x	14.8x	17.8x
Angel Yeast	\$4,310	\$4,877	14.5%	9.9%	2.6x	18.2x	26.6x
Sensient Technologies Corporation	\$2,788	\$3,465	16.8%	12.9%	2.4x	14.2x	18.4x
		Mean	15.2%	10.6%	2.8x	17.9x	27.7x
		Median	15.0%	10.3%	2.6x	17.8x	26.6x
Commodity Driven Ingredients							
Archer-Daniels-Midland	\$38,521	\$46,876	5.3%	4.3%	0.5x	9.2x	11.4x
DuPont de Nemours.	\$33,083	\$40,998	23.6%	14.4%	3.3x	14.1x	23.1x
DSM-Firmenich	\$27,017	\$29,274	6.7%	NM	3.1x	46.0x	NM
Associated British Foods	\$22,805	\$25,812	10.2%	7.1%	1.1x	10.3x	14.9x
Bunge Global	\$14,667	\$19,261	5.7%	5.0%	0.3x	5.5x	6.3x
Olam Group	\$3,008	\$13,009	3.4%	2.7%	0.3x	10.2x	12.6x
Darling Ingredients	\$7,951	\$12,538	15.3%	8.4%	1.8x	11.8x	21.5x
Ingredion Incorporated	\$7,075	\$9,194	13.8%	11.1%	1.1x	8.1x	10.0x
Tate & Lyle	\$3,338	\$3,657	17.2%	13.0%	1.7x	9.9x	13.1x
Corbion	\$1,270	\$2,117	11.5%	7.4%	1.3x	11.2x	17.5x
		Mean	11.3%	8.2%	1.5x	13.6x	14.5x
		Median	10.9%	7.4%	1.2x	10.3x	13.1x
Overall Mean			12.9%	9.2%	2.0x	15.4x	20.3x
Overall Median			13.8%	9.2%	1.8x	13.7x	17.6x

Health & Wellness

Company Name	Mkt Cap (\$M)	EV (\$M)	Margin (%)		EV/		
			EBITDA	EBIT	Sales (x)	EBITDA (x)	EBIT (x)
			LTM	LTM	LTM	LTM	LTM
Health & Wellness							
Fortified/Functional							
Darling Ingredients	\$7,951	\$12,538	15.3%	8.4%	1.8x	11.8x	21.5x
BellRing Brands	\$7,271	\$8,087	19.0%	17.7%	4.9x	25.6x	27.4x
Glanbia	\$4,340	\$4,919	7.5%	5.2%	0.8x	11.2x	16.1x
The Simply Good Foods Company	\$3,952	\$4,191	18.3%	16.6%	3.4x	18.3x	20.1x
		Mean	15.0%	12.0%	2.7x	16.7x	21.3x
		Median	16.8%	12.5%	2.6x	15.0x	20.8x
Naturally Healthy							
Dole	\$1,167	\$2,549	3.2%	1.8%	0.3x	8.6x	14.9x
Fresh Del Monte Produce.	\$1,263	\$1,805	6.0%	4.0%	0.4x	6.9x	10.4x
Costa Group	\$988	\$1,669	10.7%	5.2%	1.8x	16.5x	33.7x
Hortifrut	\$864	\$1,619	20.2%	10.4%	1.7x	8.2x	15.9x
SunOpta	\$646	\$1,114	8.6%	4.0%	1.2x	13.7x	29.5x
Greenyard	\$327	\$932	2.0%	1.1%	0.2x	8.8x	16.1x
Calavo Growers	\$522	\$624	1.8%	NM	0.6x	35.2x	NM
Ichitan Group	\$594	\$560	26.2%	18.0%	3.0x	11.6x	16.8x
		Mean	9.8%	6.4%	1.1x	13.7x	19.6x
		Median	7.3%	4.0%	0.9x	10.2x	16.1x
Organic							
United Natural Foods	\$964	\$4,505	1.3%	0.3%	0.1x	11.2x	47.9x
Maple Leaf Foods	\$2,325	\$3,798	4.3%	NM	1.1x	24.8x	NM
The Hain Celestial Group.	\$982	\$1,857	7.3%	4.4%	1.0x	14.3x	23.6x
SunOpta	\$646	\$1,114	8.6%	4.0%	1.2x	13.7x	29.5x
		Mean	5.4%	2.9%	0.9x	16.0x	33.7x
		Median	5.8%	4.0%	1.0x	14.0x	29.5x
Plant Based							
Ingredion Incorporated	\$7,075	\$9,194	13.8%	11.1%	1.1x	8.1x	10.0x
Südzucker	\$3,201	\$6,292	13.0%	9.6%	0.6x	4.4x	5.9x
AAK	\$5,802	\$6,146	9.3%	7.8%	1.4x	14.8x	17.8x
Beyond Meat	\$574	\$1,573	NM	NM	4.5x	NM	NM
Oatly Group	\$700	\$925	NM	NM	1.2x	NM	NM
		Mean	12.0%	9.5%	1.8x	9.1x	11.3x
		Median	13.0%	9.6%	1.2x	8.1x	10.0x
Overall Mean			10.3%	7.6%	1.5x	14.1x	21.0x
Overall Median			8.6%	5.2%	1.2x	11.8x	17.8x

Snacking

Company Name	Mkt Cap (\$M)	EV (\$M)	Margin (%)		EV/		
			EBITDA	EBIT	Sales (x)	EBITDA (x)	EBIT (x)
			LTM	LTM	LTM	LTM	LTM
Snacks, Savory, and Diversified CPG							
PepsiCo	\$236,278	\$270,933	17.6%	14.6%	3.0x	16.8x	20.3x
Mondelez International	\$98,570	\$117,437	20.5%	17.1%	3.3x	15.9x	19.0x
The Kraft Heinz Company	\$45,357	\$64,405	23.9%	20.4%	2.4x	9.9x	11.6x
General Mills	\$36,992	\$49,302	20.3%	17.6%	2.4x	12.1x	13.9x
The Hershey Company	\$38,127	\$42,887	26.9%	23.3%	3.8x	14.3x	16.5x
Kellanova	\$19,150	\$26,035	13.3%	10.3%	1.6x	12.4x	15.9x
Conagra Brands	\$13,699	\$22,949	18.7%	15.6%	1.9x	10.1x	12.1x
Ajinomoto	\$20,057	\$21,895	14.8%	9.5%	2.4x	16.0x	24.9x
Campbell Soup Company	\$12,887	\$17,796	18.8%	14.7%	1.9x	10.2x	13.0x
The J. M. Smucker Company	\$13,414	\$17,304	20.9%	16.2%	2.1x	10.1x	13.1x
Britannia Industries	\$15,448	\$15,683	19.1%	17.5%	7.8x	41.1x	44.7x
Post Holding	\$5,330	\$11,468	15.3%	9.5%	1.6x	10.7x	17.3x
Grupo Nutresa	\$5,317	\$6,480	10.4%	8.8%	1.4x	13.1x	15.5x
TreeHouse Foods	\$2,292	\$3,994	10.3%	6.3%	1.1x	10.6x	17.4x
J&J Snack Foods	\$3,233	\$3,305	11.2%	7.1%	2.1x	19.0x	29.7x
B&G Foods	\$826	\$3,021	15.0%	11.6%	1.4x	9.6x	12.4x
Utz Brands	\$1,318	\$2,991	7.7%	2.1%	2.1x	27.1x	NM
ORION Holdings	\$677	\$1,545	22.5%	13.8%	0.7x	3.0x	5.0x
		Mean	17.1%	13.1%	2.4x	14.6x	17.8x
		Median	18.2%	14.2%	2.1x	12.3x	15.9x

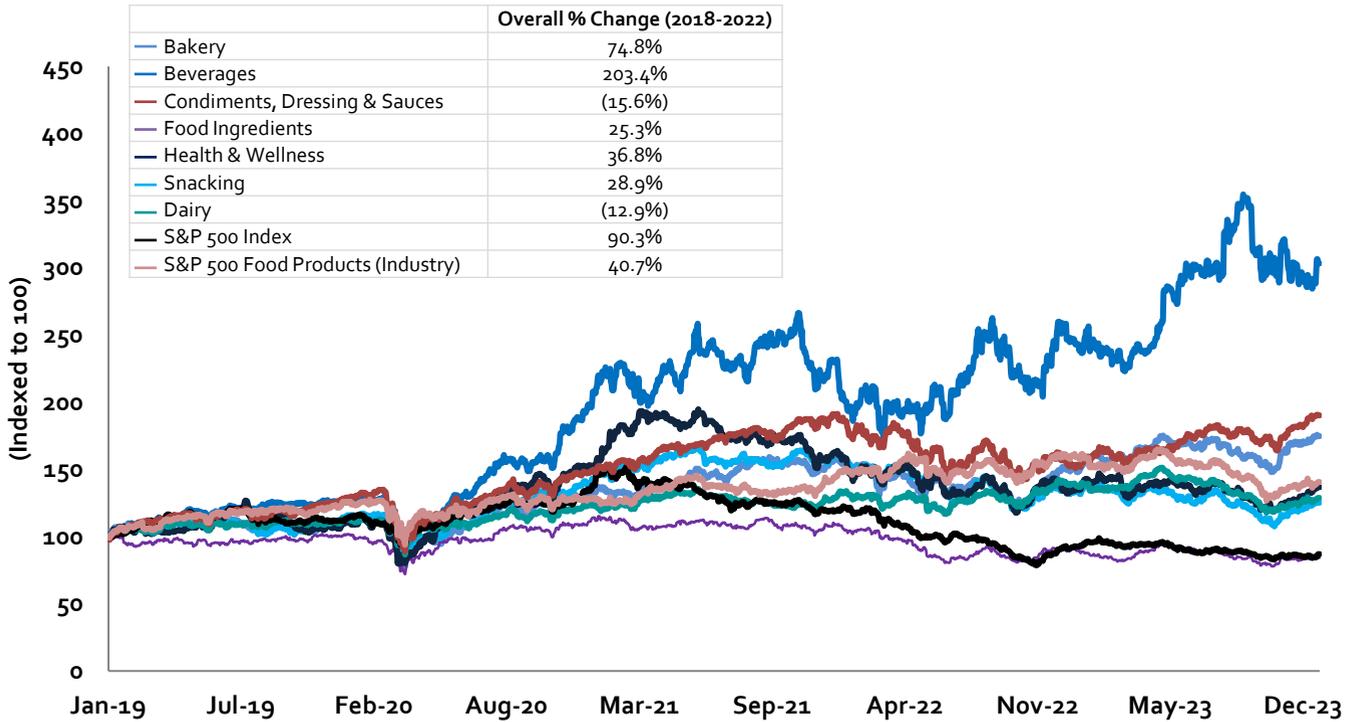
Dairy

Company Name	Mkt Cap (\$M)	EV (\$M)	Margin (%)		EV/		
			EBITDA	EBIT	Sales (x)	EBITDA (x)	EBIT (x)
			LTM	LTM	LTM	LTM	LTM
Dairy - Pure Play							
Inner Mongolia Yili Industrial Group	\$23,930	\$26,801	11.8%	8.7%	1.5x	13.0x	17.8x
Saputo	\$8,617	\$11,451	8.3%	5.8%	0.9x	10.6x	15.2x
Emmi	\$5,788	\$6,491	9.4%	6.9%	1.3x	14.3x	19.6x
Fonterra Co-operative	\$3,045	\$4,490	10.1%	8.1%	0.3x	2.9x	3.6x
Bright Dairy & Food	\$1,697	\$2,225	5.4%	1.5%	0.6x	11.0x	38.3x
Savencia	\$819	\$1,858	5.5%	3.2%	0.2x	4.5x	7.7x
Ausnutria Dairy Corporation	\$595	\$682	8.2%	5.5%	0.6x	7.9x	11.7x
Dodla Dairy	\$636	\$603	8.2%	6.0%	1.6x	20.1x	27.2x
		Mean	8.4%	5.7%	0.9x	10.5x	17.6x
		Median	8.3%	5.9%	0.8x	10.8x	16.5x

Dairy - Diversified							
Danone	\$41,611	\$54,082	15.0%	12.3%	1.7x	11.6x	14.1x
Meiji Holdings	\$6,631	\$6,927	12.0%	7.0%	0.9x	7.9x	13.5x
Yakult Honsha	\$7,014	\$5,993	18.4%	13.1%	1.8x	9.7x	13.5x
Vietnam Dairy Products	\$5,822	\$5,188	19.5%	15.7%	2.1x	10.8x	13.4x
China Youran Dairy Group	\$714	\$3,882	17.1%	15.4%	1.5x	8.9x	9.9x
Morinaga Milk Industry	\$1,680	\$1,836	9.6%	5.6%	0.5x	5.3x	9.1x
		Mean	15.3%	11.5%	1.4x	9.0x	12.2x
		Median	16.1%	12.7%	1.6x	9.3x	13.5x

Overall Mean	11.3%	8.2%	1.1x	9.9x	15.3x
Overall Median	9.9%	7.0%	1.1x	10.2x	13.5x

Peer Average vs S&P Food & Beverage



- Baking
- Condiments, Dressings & Sauces
- Health & Wellness
- Dairy
- S&P 500 Food Products (Industry)
- Beverages
- Food Ingredients
- Snacking
- S&P 500 Index

- Bakery¹
- Beverages²
- Condiments, Dressings & Sauces³
- Food Ingredients⁴
- Health & Wellness⁵
- Snacking⁶
- Dairy⁷
- S&P 500 Index
- S&P 500 Food Products (Industry)

Note 1: Bakery - George Weston, Grupo Bimbo, Gruma, Flower Foods, Yamazaki Baking, Greggs, M. Dias Branco, ARYZTA, Premier Foods, Toly Bread

Note 2: Beverages - Kweichow Moutai, Anheuser-Busch InBev, Diageo, Heineken, Pernod Ricard, Constellation Brands, Ambev, Brown-Forman, Asahi Group Holdings, Carlsberg, Molson Coors Beverage, Thai Beverage, Davide Campari-Milano, China Resources Beer, Tsingtao Brewery, Royal Unibrew, The Boston Beer Company, HiteJinro, The Duckhorn Portfolio, The Coca-Cola Company, PepsiCo, Keurig Dr Pepper, Monster Beverage, Celsius Holdings, Suntory Beverage & Food, National Beverage, Britvic, The Vita Coco Company

Note 3: Condiments, Dressing & Sauces - McCormick & Company, Kikkoman, Lancaster Colony, Kewpie, Daesang, ARIAKE JAPAN

Note 4: Food Ingredients - Givaudan, International Flavors & Fragrances, Symrise, Kerry Group, AAK, Angel Yeast, Sensient Technologies Corporation, Archer-Daniels-Midland, DuPont de Nemours, DSM-Firmenich, Associated British Foods, Bunge Global, Olam Group, Darling Ingredients, Ingredion Incorporated, Tate & Lyle, Corbion

Note 5: Health & Wellness - Darling Ingredients, BellRing Brands, Glanbia, The Simply Good Foods Company, Dole, Fresh Del Monte Produce, Costa Group, Hortifrut, SunOpta, Greenyard, Calavo Growers, Ichitan Group, United Natural Foods, Maple Leaf Foods, The Hain Celestial Group, Ingredion Incorporated, Südzucker, AAK, Beyond Meat, Oatly Group

Note 6: Snacking - ORION Holdings, Utz Brands, B&G Foods, J&J Snack Foods, TreeHouse Foods, Lancaster Colony, Grupo Nutresa, Post Holdings, Britannia Industries, The J. M. Smucker Company, Campbell Soup Company, Ajinomoto, Conagra Brands, Kellanova, The Hershey Company, General Mills, The Kraft Heinz Company, Mondelez International, PepsiCo

Note 7: Dairy - Inner Mongolia Yili Industrial Group, China Mengniu Dairy Company, Saputo, Emmi, Fonterra Co-operative, China Modern Dairy Holdings, Bright Dairy & Food, Savencia, Ausnutria Dairy Corporation, Dodla Dairy, Danone, Meiji Holdings, Yakult Honsha, Vietnam Dairy Products, China Youran Dairy Group, Morinaga Milk Industry, MEGMILK SNOW BRAND

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Selection of Deals Closed by Global M&A Partners in the F&B Sector

J.A. Kirsch acquired by Atalanta Corporation.

Brown Gibbons Lang & Company
Advisor to the seller

Harwood Private Equity Acquired Crest Foods.

Brown Gibbons Lang & Company
Advisor to the buyer

Sunrise Produce acquired by Investcorp.

Brown Gibbons Lang & Company
Advisor to the seller

Mateo's Gourmet Salsa acquired by Sauer Brands, a portfolio company of Falfurrias Capital Partners

Brown Gibbons Lang & Company
Advisor to the seller

Vertically integrated, value-add processor and supplier of organic botanicals, herbs, and spices

Brown Gibbons Lang & Company
Advisor to the seller

Side Launch Brewing, a leading Ontario-based craft brewery, has been sold to Equals Brewing

Crosbie & Company Inc.
Advisor to the seller

Icelandirect acquired by New Heritage Capital

Brown Gibbons Lang & Company
Advisor to the seller

Sale of Santa Clara, leading dairy company in Mexico, to Jugos del Valle.

RiÓN

Latvian organic food producer, whose best-known brand in the Latvian market is the organic food brand "Rüdolfs"

Prudentia
Advisor to the seller

Attraction of the strategic investor to the largest Latvian manufacturer of dairy products

Prudentia
Advisor to the seller

USD 25 MM
Advisory on a long-term financing for Incubadora Santander (Huevos Kikes)

Banicol
Advisor

Divestiture of Moova Gida, a national milk and dairy producer in Turkey to Tat Gida.

Total Finans

Exclusive advisory to Spaço Agrícola on the sale of majority stake to Mexican Tepeyac

Condere & RiÓN
Advisor to the seller

Acquisition of the second largest Latvian dairy company Valmieras Piens by a financial investor.

Prudentia

Supley Laboratories acquired 100% Probiotica from Bausch Health, former Valeant Pharmaceuticals

Condere
Advisor to the buyer

Switzerland Based - Consumer Product Juice Plus+ is whole food based nutrition Stake acquired 100%.

Zeus Capital
Advisor

RIÓN MERGERS AND
ACQUISITIONS

GLOBAL
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About Us

Established in 1999, Global M&A Partners is a leading international partnership of investment bankers specializing in mid-market transactions. We provide sector expertise, international scope, and deep local market knowledge and execution capabilities for our clients. We operate with local offices across 4 continents and have completed over 1,500 transactions during the last ten years, typically ranging from €50 to €500 million.

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