



AmherstPartners

EXPERIENCE | SOLUTIONS | RESULTS

WWW.AMHERSTPARTNERS.COM

FOOD AND BEVERAGE *IQ*

Industry-Specific Overview of Recent M&A and Capital Markets Activity

JULY 2025

Recent Market Observations

Food and Beverage Industry Update | July 2025

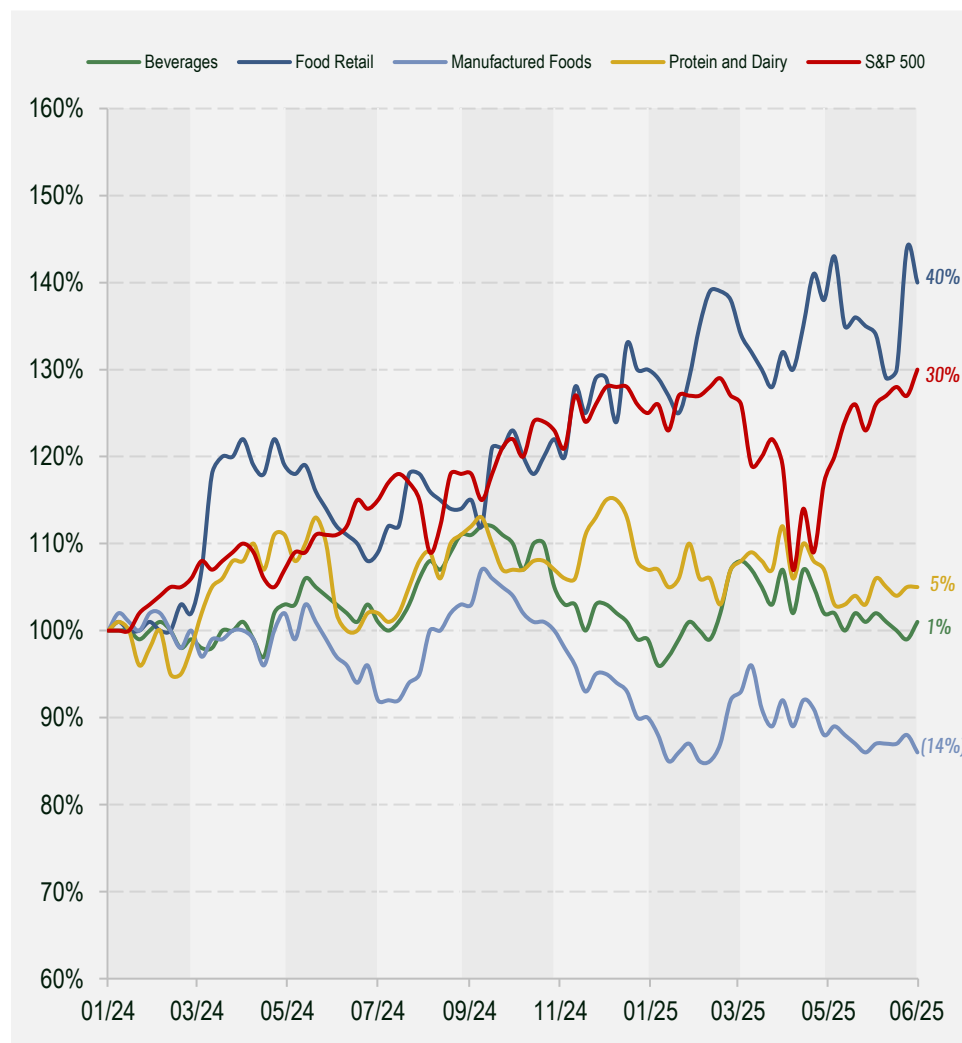
The U.S. food and beverage industry entered 2025 with cautious optimism following modest volume growth in 2024, driven by easing food price inflation and reduced economic uncertainty, which had renewed hopes for a recovery in unit sales. Early in the year, stable pricing was expected to further support consumer confidence and drive continued volume gains after a period of price-led growth. However, as the year progressed, optimism faded amid rising concerns over tariffs and renewed inflationary pressures. Consumer confidence fell to its lowest level since August 2022. In response, consumers pulled back on spending, prioritizing essentials and value while reducing purchases of discretionary items, leading to softer than expected unit sales in several categories.

To navigate the current environment, manufacturers are prioritizing operational efficiency, portfolio simplification, and margin preservation. With consumers increasingly resistant to price increases, passing rising input costs through pricing has become more challenging. As a result, companies are turning to discreet cost containment strategies such as shrinkflation, reducing portion sizes or redesigning packaging, to protect margins without alienating price-sensitive shoppers. At the same time, firms are accelerating portfolio rationalization to focus on core categories. Recent examples include brand divestitures by B&G Foods, Unilever, Conagra, General Mills, and J.M. Smucker, with Kraft Heinz and Diageo announcing plans for similar actions. Additionally, companies are ramping up promotions and optimizing their footprint and supplier relationships to maintain sales amid softening demand. On the retail side, private-label growth continues to outpace national brands as value-conscious consumers shift purchasing behavior. Major retailers like Walmart, Target, and Kroger, are expanding store brand offerings across grocery categories to capitalize on price sensitivity.

Adding to the complexity, shifting health behaviors, particularly the growing use of GLP-1 medications (e.g., Ozempic), are re-shaping consumption patterns. These drugs suppress appetite and are driving consumer preference toward healthier, lower-calorie, and higher-protein foods, boosting demand for better-for-you products. As a result, companies are increasingly focused on developing products to capture growth in this emerging category. At the same time, the regulatory landscape is evolving. The FDA and HHS have called for the phase-out of six petroleum-based artificial dyes (Red No. 40, Yellow No. 5 and 6, Blue No. 1 and 2, and Green No. 3) by the end of 2026. These dyes are present in tens of thousands of products, requiring large-scale reformulation efforts. State-level momentum is accelerating the shift, with more than 26 states considering their own bans. Many companies have already begun removing artificial dyes ahead of the 2026 deadline, introducing natural color alternatives as regulatory pressure builds.

These overlapping economic, regulatory, and behavioral disruptions are reshaping the M&A landscape in the sector. Notable transactions that took place in the first half of 2025 include the \$880 million acquisition of 8TH Avenue Foods & Provisions by Post Holdings, Inc. in June, the \$1.1 billion acquisition of Hillandale Farms of Pennsylvania by Global Eggs in March, and the \$795 million acquisition of Simple Mills by Flowers Foods (NYSE: FLO) in February.

Recent Stock Price Performance – Food and Beverage Indices

























Source: Capital IQ

Food & Beverage Universe – **Beverage:** FIZZ, KDP, KO, PEP, PRMW | **Food Retail:** IMKT.A, KR, VLGE.A, WMK
Manufactured Foods: BGS, BRID, FLO, GIS, HSY, JJSF, K, KHC, LANC, MDLZ, THS
Protein & Dairy: CALM, HRL, TSN

Public Market Trading Multiples

Food and Beverage Industry Update | July 2025

(\$ in millions, other than stock price)			06/30/2025	Quarterly	Market	Total	LTM		Gross	EBITDA	Net Debt /	Enterprise Value / LTM	
Company			Stock Price	Price Δ	Cap.	EV ⁽¹⁾	Revenue	EBITDA	Margin	Margin	EBITDA	Revenue	EBITDA
Beverages		The Coca-Cola Company	\$70.75	(2%)	\$3,04,527	\$3,42,263	\$46,890	\$15,388	61%	33%	2.3x	7.3x	22.2x
		Keurig Dr Pepper Inc.	33.06	(5%)	44,902	62,931	15,518	4,167	55%	27%	4.1x	4.1x	15.1x
		National Beverage Corp.	43.24	2%	4,048	3,949	1,185	251	37%	21%	NM	3.3x	15.7x
		PepsiCo, Inc.	132.04	(12%)	1,81,037	2,21,113	91,523	17,303	55%	19%	2.1x	2.4x	12.8x
		Primo Water Corporation	27.42	5%	11,056	16,295	5,630	1,016	32%	18%	4.5x	2.9x	16.0x
Median									55%	21%	3.2x	3.3x	15.7x
Food Retail		Ingles Markets, Incorporated	\$63.38	(3%)	\$1,204	\$1,460	\$5,410	\$244	24%	5%	1.0x	0.3x	6.0x
		The Kroger Co.	71.73	5%	47,414	67,879	1,46,972	8,310	24%	6%	2.2x	0.5x	8.2x
		Village Super Market, Inc.	38.50	1%	568	800	2,299	110	29%	5%	1.4x	0.3x	7.3x
		Weis Markets, Inc.	72.49	(8%)	1,950	1,780	4,810	243	26%	5%	NM	0.4x	7.3x
Median									25%	5%	1.4x	0.4x	7.3x
Manufactured Foods		B&G Foods, Inc.	\$4.23	(39%)	\$338	\$2,334	\$1,883	\$268	22%	14%	6.9x	1.2x	8.7x
		Bridgford Foods Corporation	7.91	(2%)	72	75	225	-3	23%	(1%)	NM	0.3x	NM
		Flowers Foods, Inc.	15.98	(16%)	3,374	5,499	5,081	523	50%	10%	3.2x	1.1x	10.5x
		General Mills, Inc.	51.81	(13%)	28,103	43,048	19,487	3,904	35%	20%	3.7x	2.2x	11.0x
		The Hershey Company	165.95	(2%)	33,622	38,398	10,755	2,779	43%	26%	1.7x	3.6x	13.8x
		J&J Snack Foods Corp.	113.41	(14%)	2,206	2,326	1,585	179	30%	11%	0.6x	1.5x	13.0x
		Kellanova	79.53	(4%)	27,592	33,626	12,632	2,373	37%	19%	2.4x	2.7x	14.2x
		The Kraft Heinz Company	25.82	(15%)	30,559	49,520	25,434	6,369	35%	25%	2.7x	1.9x	7.8x
		Lancaster Colony Corporation	172.77	(1%)	4,763	4,680	1,887	288	24%	15%	NM	2.5x	16.2x
Protein and Dairy		Mondelez International, Inc.	67.44	(0%)	87,322	1,05,954	36,464	5,634	33%	15%	2.8x	2.9x	18.8x
		TreeHouse Foods, Inc.	19.42	(28%)	981	2,545	3,325	318	17%	10%	4.2x	0.8x	8.0x
		Cal-Maine Foods, Inc.	\$99.63	9%	\$4,886	\$3,652	\$3,799	\$1,335	40%	35%	NM	1.0x	2.7x
Protein and Dairy		Hormel Foods Corporation	30.25	(2%)	16,634	18,803	11,924	1,307	17%	11%	1.2x	1.6x	14.4x
		Tyson Foods, Inc.	55.94	(11%)	19,928	28,011	53,615	3,490	8%	7%	1.9x	0.5x	8.0x
Median									17%	11%	1.6x	1.0x	8.0x

Source: Capital IQ

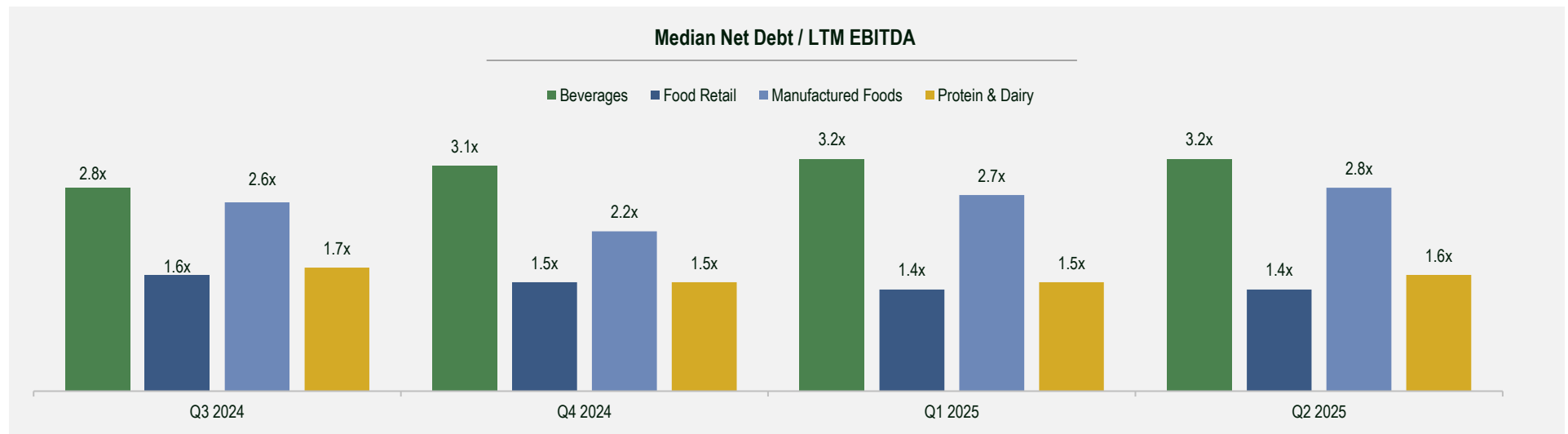
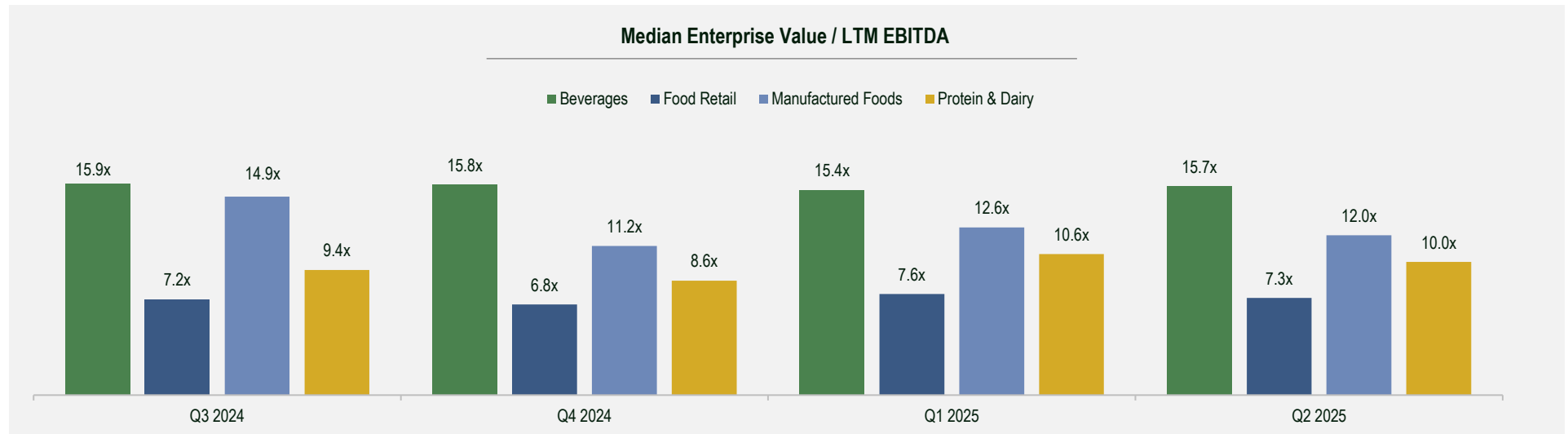
(1) EV ("Enterprise Value") is defined as market capitalization plus net debt, preferred equity, and minority interest.

(2) Medians exclude all non-meaningful values.

Valuation and Debt Multiples

Food and Beverage Industry Update | July 2025

Valuation multiples have remained relatively stable across most categories from Q3 2024 to Q2 2025, while Manufactured Foods saw a meaningful decline



Source: Capital IQ

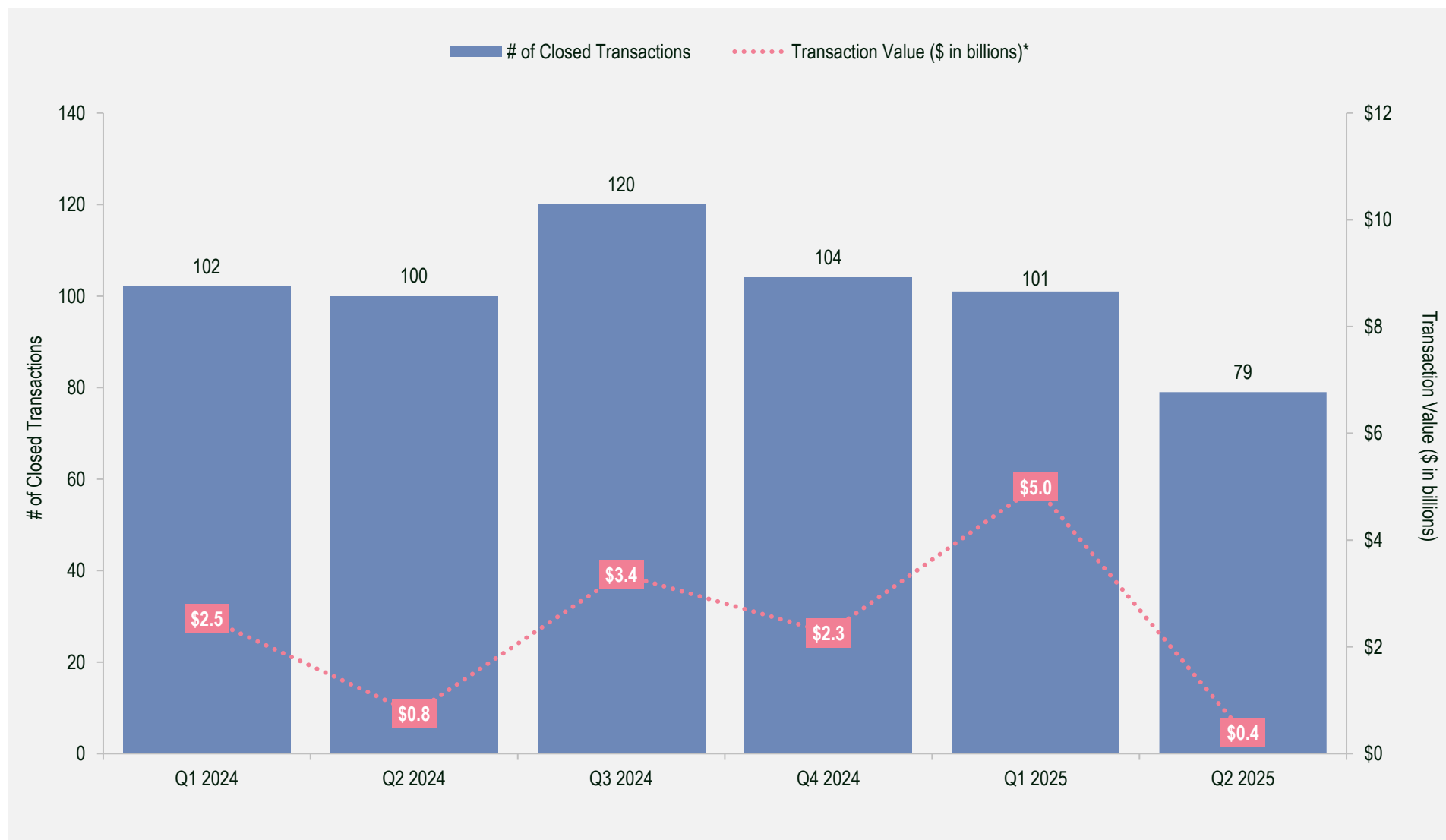
(1) EV ("Enterprise Value") is defined as market capitalization plus net debt, preferred equity and minority interest.

(2) Median and mean values exclude all non-meaningful values.

U.S. M&A Activity

Food and Beverage Industry Update | July 2025

Deal activity dropped by around 11% in the first half of 2025, with 180 transactions compared to 202 during the same period in 2024




































Source: Capital IQ

*Transaction Value represents publicly announced deal terms

Recent Transaction Activity

Food and Beverage Industry Update | July 2025

Date	Target	Acquiror	Enterprise Value (\$M)	Target Description
06/25			Undisclosed	Distributes frozen food products, such as ice cream, frozen pizza, and frozen foods to regional grocers, convenience stores, and retailers
06/25			\$216.1	Operates a chain of bakeries that offers warm cookies, baked goods, and ice cream
06/25			Undisclosed	Produces liquid food and beverage products, including syrups, cocktail mixers, and sauces
06/25			Undisclosed	Produces frozen bakery products for in-store and food service bakeries
05/25			Undisclosed	Produces fat replacement food ingredients used in confectioneries, baked goods, frozen dairy, spreads, dips, peanut butters, grain products, and pastas
05/25			Undisclosed	Offers food and beverages developed by nutritionists including smoothies, soups, bowls, lattes, and breakfast
05/25			Undisclosed	Produces ready to eat products and seasoning sauces
05/25			Undisclosed	Retailer of packaged meals, including breakfast, lunch, snacks, and juices through automated kiosks
04/25			Undisclosed	Produces sushi ginger and tsukemono pickles
04/25			Undisclosed	Manufactures branded and private label specialty and flavored cheese products
04/25			Undisclosed	Offers meal delivery services
04/25			\$258.0	Provides fresh eggs as well as ready-to-eat egg products
03/25			\$1,100.0	Produces and distributes eggs and related products to retailers and distributors
03/25			\$1,950.0	Produces and sells fruit juice infused with apple cider vinegar
03/25			\$20.8	Manufactures fresh sausage and marinated meat products
02/25			Undisclosed	Produces diabetic drinks that regulate insulin and blood sugar levels in the body and assist in helping pancreatic health
02/25			\$92.0	Provides foodservice distribution and restaurant supply services
01/25			\$759.8	Provides better-for-you crackers, cookies, snack bars, and baking mixes

Source: Capital IQ

Amherst Partners – Representative Transactions

Food and Beverage Industry Update | July 2025

<p>Awrey Bakeries, LLC Livonia, MI</p>  <p>Has been acquired by Monomoy Capital Partners New York, NY</p>  <p>AmherstPartners</p> <p>Acted as advisor to Awrey Bakeries, LLC</p>	<p>BarFly Ventures Grand Rapids, MI</p>  <p>Has secured a \$25 million investment from</p>  <p>AmherstPartners</p> <p>Acted as exclusive advisor to BarFly Ventures</p>	<p>Blumefield Foods, LLC Wyandotte, MI</p> <p>Blumefield Foods, LLC</p> <p>Has acquired Weyland's Fisheries, Inc. Wyandotte, MI</p>  <p>AmherstPartners</p> <p>Acted as exclusive advisor to Blumefield Foods, LLC</p>	<p>Century Box, Inc. Methuen, MA</p>  <p>has been acquired by CORE Industrial Partners Chicago, IL</p>  <p>AmherstPartners</p> <p>Acted as exclusive financial advisor to Century Box, Inc.</p>	<p>Coffee Beanery Flushing, MI</p>  <p>Amherst provided financial advisory services</p> <p>AmherstPartners</p> <p>Acted as exclusive advisor to Coffee Beanery</p>	<p>Country Fresh, LLC Grand Rapids, MI</p>  <p>Amherst provided financial advisory services</p> <p>AmherstPartners</p> <p>Acted as exclusive financial advisor to Country Fresh, LLC</p>
<p>Herbruck Poultry Ranch Saranac, MI</p>  <p>Amherst provided management advisory services</p> <p>AmherstPartners</p> <p>Acted as exclusive advisor to Herbruck's Poultry Ranch</p>	<p>Irish Dairy Board Dublin, Ireland</p>  <p>Has acquired Thiel Cheese and Ingredients Hilbert, WI</p>  <p>AmherstPartners</p> <p>Acted as exclusive advisor to the Irish Dairy Board</p>	<p>Peter Kölln KGaA Elmshorn, Germany</p>  <p>Amherst provided financial advisory services</p> <p>AmherstPartners</p> <p>Acted as exclusive financial advisor to Peter Kölln KGaA</p>	<p>Marsh Supermarkets, Inc. Indianapolis, IN</p>  <p>Has obtained a senior credit facility from Bank of America Charlotte, NC</p>  <p>AmherstPartners</p> <p>Acted as exclusive financial advisor to Marsh Super Markets¹</p>	<p>Packard Farms Claire, MI</p>  <p>Amherst provided financial advisory services</p> <p>AmherstPartners</p> <p>Acted as exclusive advisor to Packard Farms</p>	<p>Pressed Paperboard Technologies, LLC Bingham Farms, MI</p>  <p>has been acquired by May River Capital Chicago, IL</p>  <p>AmherstPartners</p> <p>Acted as advisor to Pressed Paperboard Technologies, LLC</p>

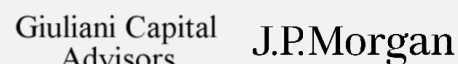
(1) Transaction executed by Amherst professionals while employed at previous firms

The Amherst Partners Team

Food and Beverage Industry Update | July 2025

With a track record spanning 30 years, Amherst Partners is a boutique investment banking firm focused on providing M&A advisory and capital raising services primarily for closely-held businesses

Boutique investment bank with significant Wall Street experience



Core Execution Team



Donald Luciani
Partner



Charles Chandler
Partner



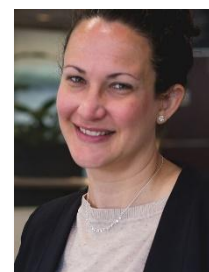
Fahad Siddiqui
Director



John Wendzinski
Vice President



Sam Jabara
Associate



Emily Pachla
Controller



Amber Dunn
Director of Marketing

Operations Advisory



Jon B. Cotton
CEO, Apex Health, Former President,
Meridian Health Plan of Michigan



Ray Dallavecchia, Jr.
Owner, Venetian Associates



Terry Robinson
Former Senior Vice President and Director
of Middle Market Banking – Comerica Bank



S. Evan Weiner
President/CEO, Edw. C. Levy Co.

AmherstPartners

EXPERIENCE | SOLUTIONS | RESULTS

KEY CONTACT INFORMATION

Chas Chandler, Partner

(248) 633-2140

chandler@amherstpartners.com

Don Luciani, Partner

(248) 633-2139

dluciani@amherstpartners.com

Fahad Siddiqui, Director

(248) 633-2053

fsiddiqui@amherstpartners.com

John Wendzinski, Vice President

(248) 633-2057

jwendzinski@amherstpartners.com



AMHERST PARTNERS, LLC

255 East Brown Street, Suite 120

Birmingham, MI 48009, U.S.A.

Telephone: (248) 642-5660

Facsimile: (248) 642-9247

Securities related transactions are offered through Amherst's wholly owned subsidiary, One Amherst LLC, a registered broker-dealer and member of FINRA and SIPC.

This report is published solely for informational purposes and is not to be construed as rendering legal, accounting or investment advice or as a solicitation or an offer to buy or sell securities. Although information contained in this report has been obtained from and is based on sources that Amherst Partners LLC believes to be reliable; it is not guaranteed as being accurate. Past performance is not an indication of future results.

WWW.AMHERSTPARTNERS.COM