

FOOD & BEVERAGE M&A PULSE

THIRD QUARTER 2025



OUR INSIGHTS

This publication provides a comprehensive overview of Food and Beverage M&A activity in Q3-25, highlighting key market drivers and performance trends.

M&A activity remained subdued across U.S. and global markets in Q3-25, with deal volumes continuing to decline year-over-year. At the same time, financial buyers stood out. U.S. transactions surged 170% and global deals 29% compared to the same period in the prior year. Against this backdrop, industry dynamics are evolving, with digital engagement fueling growth, health-focused fads driving product innovation, and clean label preferences reshaping consumer demand.

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Food & Beverage Coverage Team



JOE WAGNER
Managing Director
312.636.1900
joe.wagner@pmcf.com



MATT JAMISON
President & Managing Director
312.602.3583
matt.jamison@pmcf.com



JAKE STESLICKI Vice President 312.602.3674 jake.steslicki@pmcf.com



GRANT DENNIS
Vice President
317.679.5261
grant.dennis@pmcf.com



RACHEL SIGULINKSY
Associate
614.560.7571
rachel.sigulinksy@pmcf.com



PAUL SESI Analyst 248.223.3932 paul.sesi@pmcf.com

ABOUT PMCF

PMCF is an investment bank focused exclusively on middle market transactions with professionals in Chicago, Detroit, Denver, and across the globe through Corporate Finance International™ affiliates. Offering a depth of advisory services, PMCF helps clients worldwide meet their sale, acquisition, financing, and strategic growth objectives. Additional information on PMCF can be found by visiting our website, pmcf.com.

INVESTMENT BANKING SERVICES:

- Mergers & Acquisitions
- Carve-outs & Divestitures
- Strategic Assessments
- Capital Raising

SELECT PMCF FOOD & BEVERAGE TRANSACTIONS

Contract Food Manufacturer

has been acquired by

Food & Beverage Private Equity Fund







What We're Discussing With Clients



1

Digital Engagement Driving Food & Beverage Growth

As technology becomes increasingly integrated into daily life, food and beverage brands are harnessing social media to strengthen digital engagement, connect with consumers, and showcase their products. A strong online presence is proving critical for capturing attention and building loyalty, as consumers increasingly rely on digital channels for discovery and decision-making. This shift highlights the growing importance of storytelling and data-driven strategies to maintain relevance and drive sustained growth in a competitive marketplace.

2

Fad Additives Fuel Product Innovation

Emerging health trends continue to shape product innovation in the food and beverage industry. After the surge in protein-focused products in 2023 and 2024, fiber has become the latest priority, prompting brands to refresh product lines, launch new SKUs, and capture premium pricing. These evolving preferences not only keep consumer interest high but also create upstream opportunities for ingredient developers and suppliers to capitalize on shifting wellness demands.

3

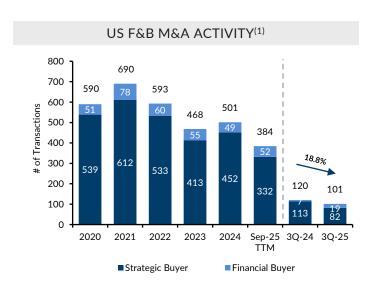
Transparency and Health Shape Premium Choices

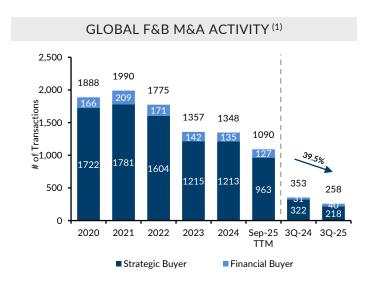
Clean label products continue to establish themselves as a lasting trend in 2025. Consumers are turning away from highly processed foods in favor of healthier, minimally processed alternatives, often willing to pay a premium for products that align with their values of transparency and simplicity. This shift reflects growing demand for natural ingredients, clear labeling, and sustainability, as health-conscious buyers prioritize quality and authenticity over convenience.

Q3 2025 Market Summary & Outlook

Q3 2025 - US & Global Dealmaking

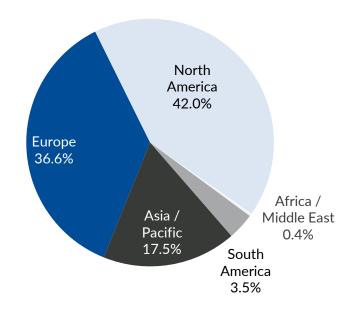
- M&A activity in the U.S. Food and Beverage market declined in Q3-25, totaling 101 transactions, an 18.5% drop from 120 deals in the same period last year. However, financial buyer participation surged 170%, reaching 19 transactions. The increase in financial buyer activity reflects record levels of dry powder, stabilizing interest rates, and attractive valuations, while strategic buyers continue to remain cautious due to margin pressures and integration risk.
- Global Food and Beverage M&A activity mirrored the U.S. trend, with Q3-25 transaction volume dropping 39.5% to 258 deals compared to the same period last year. Despite the sharp decline, financial buyer activity rose 29%, signaling continued global private equity interest in resilient sectors amid market uncertainty.

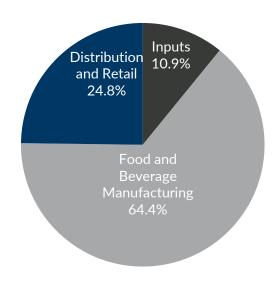




F&B M&A ACTIVITY BY REGION - GLOBAL(1)

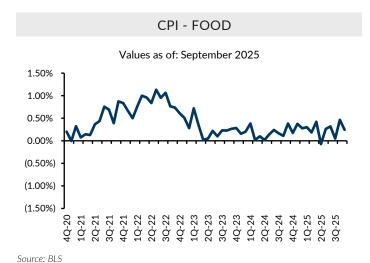
F&B M&A ACTIVITY BY SEGMENT - U.S.(1)

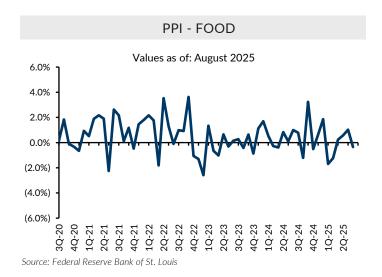


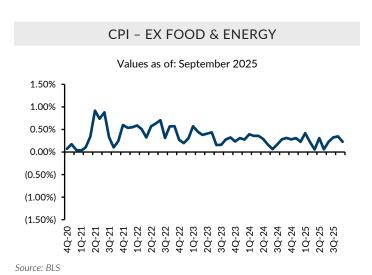


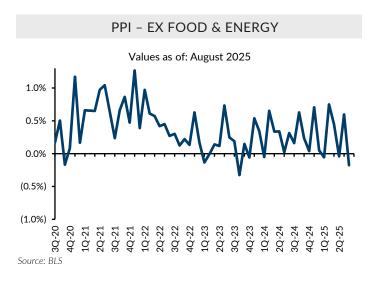
Source: (1) Capital IQ

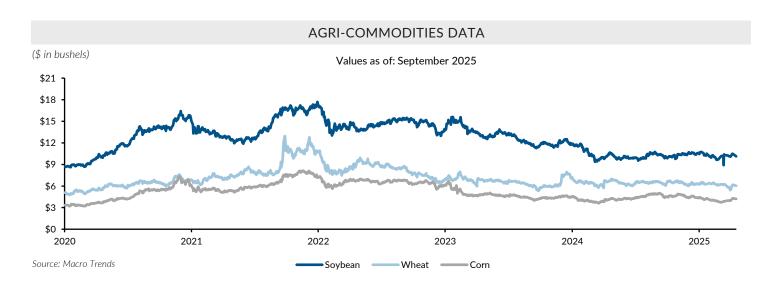
Macro F&B Indicators and Signals











PMCF Food & Beverage Index

Company Name	Headquarters Location	Market Cap.	Enterprise Value	TTM Revenue	TTM Gross Profit	TTM EBITDA	TTM Gross Margin	TTM EBITDA Margin	Net Debt/ TTM EBITDA	EV/ Revenue	EV/EBI Q3 '25	ITDA Q3 '24
(\$ in millions)	LOCATION	Сар.	value	Revenue	Pront	EBITUA	Iviargiii	Margin	EBITUA	Revenue	Q3 25	Q3 24
Branded Processed Foods & Snacks												
Nestlé S.A.	Switzerland	\$ 235,757	\$ 311,393	\$ 114,298	\$ 53,327	\$ 22,082	46.7%	19.3%	3.3x	2.73x	14.1x	15.3x
Mondelez International, Inc.	United States	80,833	100,888	37,105	12,077	5,861	32.5%	15.8%	3.0x	2.72x	17.2x	15.8x
The Kraft Heinz Company	United States	30,821	49,602	25,310	8,683	6,273	34.3%	24.8%	2.8x	1.96x	7.9x	9.8x
Kellanova	United States	28,516	34,776	12,643	4,506	2,249	35.6%	17.8%	2.6x	2.75x	15.5x	16.1x
McCormick & Company, Incorporated	United States	17,954	22,313	6,788	2,595	1,292	38.2%	19.0%	3.1x	3.31x	17.3x	20.8x
Hormel Foods Corporation The J. M. Smucker Company	United States United States	13,607 11,586	15,843 19,675	12,059 8,714	1,973 3,081	1,292 1,869	16.4% 35.4%	10.7% 21.4%	1.3x 4.1x	1.31x 2.26x	12.3x 10.5x	14.4x 10.9x
J&J Snack Foods Corp.	United States	1,871	1,960	1,600	474	180	29.7%	11.3%	0.4x	1.23x	10.9x	17.8x
Branded Processed Foods & Snacks Medi	ian						34.8%	18.4%	2.9x	2.5x	13.2x	15.6x
Private Label Foods and Beverages												
Lamb Weston Holdings, Inc.	United States	\$ 8,094	\$ 11,987	\$ 6,457	\$ 1,460	\$ 1,240	22.6%	19.2%	3.0x	1.86x	9.7x	10.1x
TreeHouse Foods, Inc.	United States	1,021	2,658	3,335	548	318	16.4%	9.5%	4.4x	0.80x	8.4x	11.6x
Seneca Foods Corporation	United States	735	1,039	1,572	149	124	9.5%	7.9%	2.2x	0.66x	8.4x	7.8x
Private Label Foods and Beverages Media	ın						16.4%	9.5%	3.0x	0.80x	8.4x	10.1x
Baked Goods												
George Weston Limited	Canada	\$ 23,384	\$ 44,319	\$ 46,309	\$ 15,250	\$ 4,850	32.9%	10.5%	2.9x	0.98x	9.1x	9.7x
Grupo Bimbo, S.A.B. de C.V.	Mexico	15,264	25,539	22,669	12,019	3,101	53.0%	13.7%	2.9x	1.10x	8.2x	8.9x
Flowers Foods, Inc.	United States	2,756	4,833	5,099	2,519	517	49.4%	10.1%	3.2x	0.95x	9.3x	12.3x
Baked Goods Median							49.4%	10.5%	2.9x	0.98x	9.1x	9.7x
Non-Alcoholic & Alcoholic Beverages												
The Coca-Cola Company	United States	\$ 285,419	\$ 322,932	\$ 47,663	\$ 29,376	\$ 16,234	61.6%	34.1%	1.9x	6.86x	19.9x	22.9x
PepsiCo, Inc.	United States	192,273	235,825	92,366	50,126	17,016	54.3%	18.4%	2.3x	2.57x	13.9x	15.7x
Anheuser-Busch InBev SA/NV	Belgium	116,384	195,518	58,520	32,593	18,243	55.7%	31.2%	3.6x	3.34x	10.7x	11.7x
Constellation Brands, Inc. Molson Coors Beverage Company	United States United States	23,738 8,961	35,497 15,243	9,624 11,283	4,997 4,373	3,623 2,371	51.9% 38.8%	37.6% 21.0%	2.9x 2.4x	3.53x 1.35x	9.8x 6.4x	15.2x 7.4x
Wolson Coors Beverage Company	Office States	0,701	13,240	11,200	4,070	2,571	30.070	21.070	2.47	1.00%	0.4x	7.47
Non-Alcoholic Beverages & Alcoholic Me	dian						54.3%	31.2%	2.4x	3.34x	10.7x	15.2x
Grocery Distribution												
United Natural Foods, Inc. AMCON Distributing Company	United States United States	\$ 2,280 73	\$ 5,690 273	\$ 31,784 2,252	\$ 4,237 188	\$ 498 23	13.3% 8.4%	1.6% 1.0%	3.8x 6.3x	0.18x 0.12x	11.4x 12.1x	9.8x 11.0x
Grocery Distribution Median							10.8%	1.3%	5.0x	0.15x	11.8x	10.4x
Food Retail												
Costco Wholesale Corporation	United States	\$ 410,273	\$ 403,162	\$ 275,235	\$ 35,349	\$ 12,809	12.8%	4.7%	NM	1.46x	31.5x	33.8x
The Kroger Co.	United States	44,671	64,961	147,000	35,155	8,026	23.9%	5.5%	2.3x	0.44x	8.1x	7.2x
Sprouts Farmers Market, Inc.	United States	10,633	12,127	8,399	3,270	783	38.9%	9.3%	1.3x	1.44x	15.5x	20.3x
BJ's Wholesale Club Holdings, Inc.	United States	12,286	14,876	20,912	3,900	1,109	18.7%	5.3%	1.7x	0.71x	13.4x	13.2x
Food Retail Median							21.3%	5.4%	1.7x	1.08x	14.5x	16.8x
Foodservice												
Sysco Corporation	United States	\$ 39,376	\$ 52,827	\$ 81,370	\$ 14,969	\$ 4,415	18.4%	5.4%	2.8x	0.65x	12.0x	11.5x
US Foods Holding Corp. The Chefs' Warehouse, Inc.	United States United States	17,253 2,378	22,204 3,211	38,652 3,951	6,724 956	1,652 207	17.4% 24.2%	4.3% 5.2%	2.9x 2.7x	0.57x 0.81x	13.4x 15.5x	12.6x 14.3x
Foodservice Median							18.4%	5.2%	2.8x	0.65x	13.4x	12.6x
Restaurants												
	United Ct-t-	¢ 21/057	\$ 270,870	¢ 2/0/0	¢ 14050	¢ 1/170	E7.00/	E4 40/	2.4.	10.20	10.1	10 5
McDonald's Corporation Darden Restaurants, Inc.	United States United States	\$ 216,857 22,141	\$ 270,870 29,981	\$ 26,060 12,364	\$ 14,852 2,699	\$ 14,170 1,954	57.0% 21.8%	54.4% 15.8%	3.4x 3.3x	10.39x 2.42x	19.1x 15.3x	19.5x 14.6x
Domino's Pizza, Inc.	United States	14,656	19,595	4,848	1,388	989	28.6%	20.4%	4.5x	4.10x	19.8x	21.7x
The Wendy's Company	United States	1,746	5,568	2,225		518	35.5%	23.3%	7.4x	2.50x	10.7x	14.3x
Papa John's International, Inc.	United States	1,577	2,527	2,085	425	242	20.4%	11.6%	3.2x	1.21x	10.4x	10.1x
BJ's Restaurants, Inc.	United States	675	1,127	1,384	209	122	15.1%	8.8%	2.5x	0.81x	9.3x	12.2x
Restaurants Median							25.2%	18.1%	3.3x	2.46x	13.0x	14.4x
Median							31.1%	12.6%	2.9x	1.4x	11.7x	12.9x
Mean							31.5%	15.6%	3.0x	2.1x	12.9x	14.1x
							31.376	13.076	J.0X	2.17	12.77	77.17

Source: Capital IC

⁽²⁾ Multiple of EBITDA based on EBITDA inclusive of equity income from affiliates



⁽¹⁾ Market capitalizations and total enterprise values as of September 30, 2025; income statement and balance sheet data as of last period reported

Key F&B Public Company Statistics

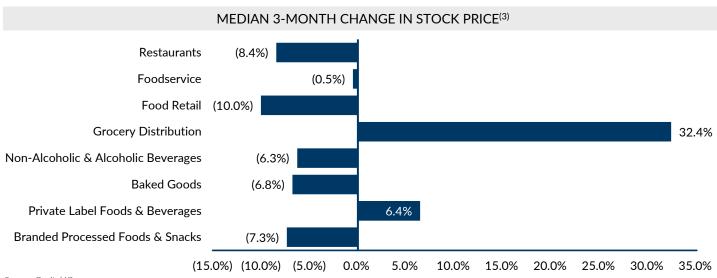
Valuation Trends and Equity Performance:

- Median EV/EBITDA multiples for the PMCF Food & Beverage Index posted a modest decline of 4.3% over the past three months and 4.6% year-over-year. Despite the broader industry's downward trend, Private Label and Grocery Distribution segments demonstrated resilience, with increases of 4.5% and 14%, respectively, during the three-month period.
- The PMCF Food & Beverage Public Equities Index mirrored its Q2-25 trajectory, declining 3.6% over the past year. The largest decline came from the Non-Alcoholic & Alcoholic Beverages segment, which fell 17.4%, driven by an ongoing shift in consumer preferences. Particularly, Gen Z and Millennials continue to move away from traditional alcohol consumption in favor of better-for-you and functional beverage alternatives.

	Stock Price %	Change	EV/EBITDA %	Change	Cui	rrent Valuation	Stats	Net Debt/ TTM
Industry and Segment	3 Month	1 Year	3 Month	1 Year	Fwd PE	TTM PE	EV/EBITDA	EBITDA
Branded Processed Foods & Snacks	(7.3%)	(17.0%)	(4.6%)	(11.5%)	18.1x	25.1x	13.2x	2.9x
Private Label Foods & Beverages	6.4%	(10.3%)	4.5%	(3.9%)	10.8x	21.7x	8.4x	3.0x
Baked Goods Non-Alcoholic & Alcoholic Beverages Grocery Distribution	(6.8%)	(4.0%)	(4.0%)	(7.6%)	17.9x	15.4x	9.1x	2.9x
Non-Alcoholic & Alcoholic Beverages	(6.3%)	(17.4%)	(8.1%)	(12.6%)	15.2x	21.8x	10.7x	2.4x
,	32.4%	51.1%	14.0%	13.0%	11.4x	36.8x	11.8x	5.0x
Food Retail	(10.0%)	8.7%	(11.5%)	(2.7%)	20.1x	37.5x	14.5x	1.7x
Foodservice	(0.5%)	24.6%	(2.3%)	6.4%	18.2x	34.4x	13.4x	2.8x
Restaurants	(8.4%)	(3.2%)	(6.1%)	(5.2%)	20.6x	32.6x	13.0x	3.3x
verall Median	(6.5%)	(3.6%)	(4.3%)	(4.6%)	18.0x	28.8x	11.7x	3.3x

PMCF FOOD & BEVERAGE INDEX PUBLIC VALUATIONS (1) (2)

	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
Revenue Multiple									
Median	1.6x	1.6x	1.6x	1.5x	1.6x	1.6x	1.6x	1.6x	1.4x
Mean	2.2x	2.2x	2.2x	2.1x	2.3x	2.1x	2.2x	2.1x	2.1x
EBITDA Multiple ⁽¹⁾									
Median	12.5x	12.4x	13.5x	12.3x	12.6x	12.8x	12.5x	11.8x	11.7x
Mean	13.6x	13.6x	13.9x	13.4x	14.1x	13.2x	13.7x	13.5x	12.9x



Source: Capital IQ

⁽¹⁾ Multiple of EBITDA based on EBITDA inclusive of equity income from affiliates

⁽²⁾ Quarterly figures based on the last trading day of each quarter shown

⁽³⁾ Industry and segment returns are based on price-weighted performance

Food & Beverage M&A Activity



On July 8, 2025, Tilia Holdings, a Chicago-based private investment firm specializing in manufacturing and services businesses in the food chain, announced that it acquired Caputo Cheese from Promus Equity Partners. Founded in 1978 and headquartered in Melrose Park, IL, Caputo is a leading value-added processor of high-quality Italian cheeses, providing customized aging, flavor formulation, blending and packaging services to foodservice, CPG and retail customers. The company has established a loyal base of bluechip customers across the foodservice and food manufacturing sectors.

Portfolio Expansion Generous Brands acquires Health-Ade

On August 5, 2025, Generous Brands, a Butterfly portfolio company and leader in premium refrigerated beverages offering the Bolthouse Farms, Evolution Fresh, and SAMBAZON brands, announced it had completed the acquisition of Health-Ade, a fast-growing leader and innovator in the kombucha tea beverages. The Health-Ade brand has grown rapidly from its origins as a kombucha sold at the Brentwood Farmers Market in 2012 to become a top-selling functional beverage brand in the U.S., with retail sales approaching \$250 million annually and products in 65,000 outlets nationwide.



On September 4, 2025, Capol, a Freudenberg Group company and global leader in confectionary coatings, announced it has acquired Blue Pacific Flavors, a pioneer in natural and organic flavor systems. The acquisition creates a global food ingredients leader with complementary strengths, accelerating innovation in flavors, coatings, and product development across the food and beverage industry, and expanding customer reach across North America, Europe and Asia. Capol's recent acquisition of Curt Georgi, a German flavor house, further reinforces its commitment to flavor and innovation. The combined group is set to unlock new opportunities in health, wellness, and indulgence categories.



On September 19, 2025, Frazil (Freezing Point LLC), the largest slush brand in the U.S., announced that it has acquired Alligator Ice, a leading frozen drink company in convenience stores nationwide. The move marks another milestone in Frazil's strategic expansion across diverse channels, including convenience stores, entertainment venues, quick-service and limited-service restaurants, and educational institutions. Alligator Ice, a family-owned company based in Missouri, brings more than 20 years of experience in the frozen beverage industry and a footprint in over 10,000 convenience store locations nationwide.

Sources: Capital IQ, company websites and PMCF proprietary research

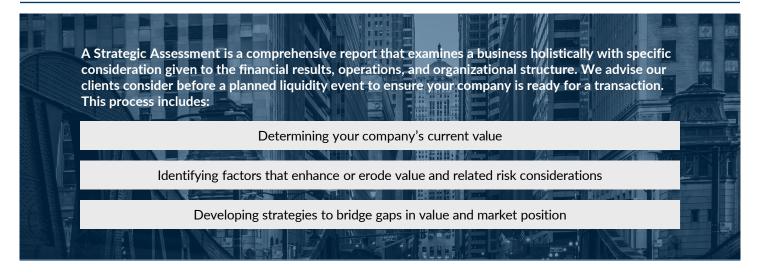
Food & Beverage M&A Activity

SELECT FOOD & BEVERAGE TRANSACTIONS								
Date	Target	Buyer	Industry Segment					
Jul-25	Health-Ade LLC	Generous Brands LLC	Coffee And Tea					
Jul-25	Stone Mill LLC	Ardent Mills, LLC	Grain Mill Products					
Jul-25	OLD D F, INC	Lead Food Capital, LLC	Agriculture					
Jul-25	MS Wines LLC	Overshine Collective	Wine					
Jul-25	Endangered Species Chocolate, LLC	Chocxo Chocolatier LLC	Confectionery Products					
Jul-25	Harrison Poultry, Inc.	Wayne-Sanderson Farms LLC	Meat Processing and Meat Related Products					
Jul-25	Dyla LLC	Keurig Dr Pepper Inc.	Chocolate, Malt and Other Hot Beverages					
Jul-25	Dare To Be Different Foods	Eshbal Functional Food Inc.	Frozen Foods					
Jul-25	Bristol Seafood LLC	Mark Foods, LLC	Seafood Processing and Seafood Products					
Jul-25	Intermountain Packing LLC	Two Good Sons, Inc.	Meat Processing and Meat Related Products					
Jul-25	The Warrell Corporation	Wolfgang Confectioners	Confectionery Products					
Jul-25	Western Smokehouse Partners, LLC	Monogram Capital Partners	Meat Processing and Meat Related Products					
Jul-25	Caputo Cheese Market, Inc.	Tilia Holdings, LLC	Dairy Products and Eggs					
Jul-25	Lambert Spawn, Inc.	Giorgi Mushroom Co.	Fruits, Vegetables, and Nuts					
Aug-25	Philz Coffee, Inc.	Freeman Spogli Management Co., L.P.	Beverage and Tobacco Bars					
Aug-25	ERApeutics LLC	BitFrontier Capital Holdings, Inc.	Chocolate, Malt and Other Hot Beverages					
Aug-25	Atlanta Coffee Supply Group LLC	Odeko Inc.	Coffee and Tea					
Aug-25	Soli Organic Inc.	80 Acres Urban Agriculture, Inc.	Fruits, Vegetables, and Nuts					
Aug-25	Yoder's Southern Creamery, LLC	SI Private Capital	Prepared and Preserved Foods					
Aug-25	Elmer Candy, LLC	The Hoffmann Family of Companies	Confectionery Products					
Aug-25	W&W Dairy, LLC	Dairy Farmers of America, Inc.	Dairy Products and Eggs					
Sep-25	Silver Springs Bottled Water Company	Crocket Bowie & Travis, LLC	Bottled Water					
Sep-25	Arps Dairy, Inc.	Barfresh Food Group, Inc.	Dairy Products and Eggs					
Sep-25	Alligator Ice	Freezing Point LLC	Non-Carbonated Drinks					
Sep-25	MichiGrain	St. Julian Wine Co. Inc.	Spirits and Liquors					
Sep-25	Alpha Foods Company, Inc.	MBC Companies	Grain Mill Products					
Sep-25	Hodo, Inc.	Sagamiya Foods Co., Ltd.; Calbee, Inc.	Organic Foods					
Sep-25	The Cone Guys, Ltd.	Soft Pretzel Franchise Systems, Inc.	Bread and Bakery Products					
Sep-25	Daniele International LLC	Industrial Opportunity Partners, LLC	Meat Processing and Meat Related Products					
Sep-25	Blue Pacific Flavors, Inc.	Capol GmbH	Seasonings and Preservatives					
Sep-25	Freddy's, LLC	Rhone Group L.L.C.	Catering Services					
Sep-25	Cain Food Industries, Inc.	Millbo S.p.A.	Bread and Bakery Products					



Sources: Capital IQ, company websites and PMCF proprietary research

What is a Strategic Assessment and Why is it Important?



7 Reasons Why a Strategic Assessment is Essential for Maximizing Business Value In Preparation of a Liquidity Event

- Prepares your company for the scrutiny of capital investors
- Helps ownership and management identify the value attributes and constraints of the business
- Provides ownership with an understanding of perceived value considerations in the eyes of investors
- Affords your company an opportunity to address shortfalls and enhance the value in advance of a capital transaction
- Helps align corporate strategy with organizational, tax, and wealth transfer planning
- Helps shareholders/management understand how various business strategies can impact future value
- Resolves potential deal obstacles to ensure a smooth diligence process and higher likelihood of deal success

As an investment in your company, PMCF will complete a complimentary Strategic Assessment.

For additional information, please visit pmcf.com

SIGNIFICANT INDUSTRY EXPERTISE AND RESOURCES

Founded in 1995, PMCF has spent 25+ years successfully advising clients in the middle market. From M&A advisory or capital raising to strategic assessment and transaction planning, we execute transactions to achieve life-changing outcomes for our clients. We leverage our significant deal experience, industry relationships, and a deep understanding of sectors we serve to support our clients' organic and inorganic growth initiatives.

PMCF takes a strategic approach to transaction planning, ensuring the positioning and messaging conveys the unique differentiators of your company. Our affiliation with Plante Moran provides us access to transaction tax experts to provide insight into structure planning considerations.

- Developing strategies to effectively deploy capital and resources to maximize ROI on your highpriority growth initiatives
- Aligning your process capabilities with key macrotrends driving industry growth
- Evaluating KPI trends and results and understanding how they are used in daily management
- Reviewing the organizational chart and the internal plan for turnover and/or succession of key management team members
- Pursuing customer diversification at attractive, appropriate margins
- Understanding margin trends and concentrations of margin within product groups or customers
- Assessing your company's differentiation and position in the marketplace
- Leveraging our extensive global relationships to help penetrate new customers and/or markets

OUR LOCATIONS



CHICAGO

10 S. Riverside Plaza 9th Floor Chicago, IL 60606 Phone: 312.602.3600



DETROIT

3000 Town Center Suite 100 Southfield, MI 48075 Phone: 248.223.3300



DENVER

8181 E. Tufts Avenue Suite 600 Denver, CO 80237 Phone: 720.370.8181

OUR FIRM

PMCF's M&A advisory and investment banking services are designed to provide company shareholders with a trusted advisor to oversee all transaction related aspects of a company sale or strategic acquisition. Our service levels, industry expertise in food & beverage, and approach to managing transactions goes well beyond a typical investment banker.



- Differentiated approach via senior banker leadership and direct involvement through every step of the transaction providing a consistent and highly experienced point of contact
- One of the largest, most active investment banking boutiques with a focus on specialty niche businesses
- Proven positioning and marketing processes to obtain premium valuations in company sales
- Tailored sale process provides for extensive upfront preparation, detailed company review and identification of any potential issues in advance, and buyer evaluation/diligence ensuring the right fit
- Unique sale planning approach that helps shareholders best prepare for a future sale whether its six months or several years
- Long-term and client first approach allows PMCF to provide unbiased feedback



Two-time winner, Boutique Investment Banking Firm of the Year by M&A Advisor

Awarded, Cross Border Corporate and Strategic Acquisition of the Year by M&A Advisor

Awarded, Cross Border M&A Deal of the Year by M&A Advisor

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10 S. Riverside Plaza Chicago, IL 60606

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