



Seale & Associates

SNACKS INDUSTRY
Q4 2024
VALUATION UPDATE

25 years

Table of Content

Industry Overview	4
Global Comparable Public Companies	5
Global Transactions	10
About Seale	12

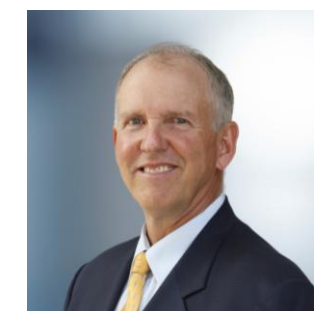
Introduction

We are pleased to share our Snacks Industry Multiples Valuation Update for Q4 2024.

At Seale & Associates, we are committed to providing process-driven solutions designed to optimize value and achieve our client's strategic objectives in a range of transactions, including **Mergers, Acquisitions, Divestitures and Carve-Outs, Business Sales, Recapitalizations, and Joint Ventures**, among other corporate finance and strategy consulting services.

Over the course of 25+ years, we have successfully served clients all over the world, and we are delighted to continue providing investment banking advisory services to our clients who are looking to grow through acquisitions or optimize their portfolios through strategic divestitures.

Seale has extensive experience advising leading multinational companies, private equity firms, and family-owned businesses across a wide range of industries.



James A. Seale | President

jseale@sealeassociates.com



Brett M. Carmel | Senior Managing Director

bcarmel@sealeassociates.com



Robert Whitney | Managing Director

rwhitney@sealeassociates.com



Sergio Garcia del Bosque | Managing Director

sgarcia@sealeassociates.com



Carlos Hernández Goudet | Managing Director

chernandez@sealeassociates.com



Alejandro Montemayor | Vice President

amontemayor@sealeassociates.com



Armando Rios | Vice President

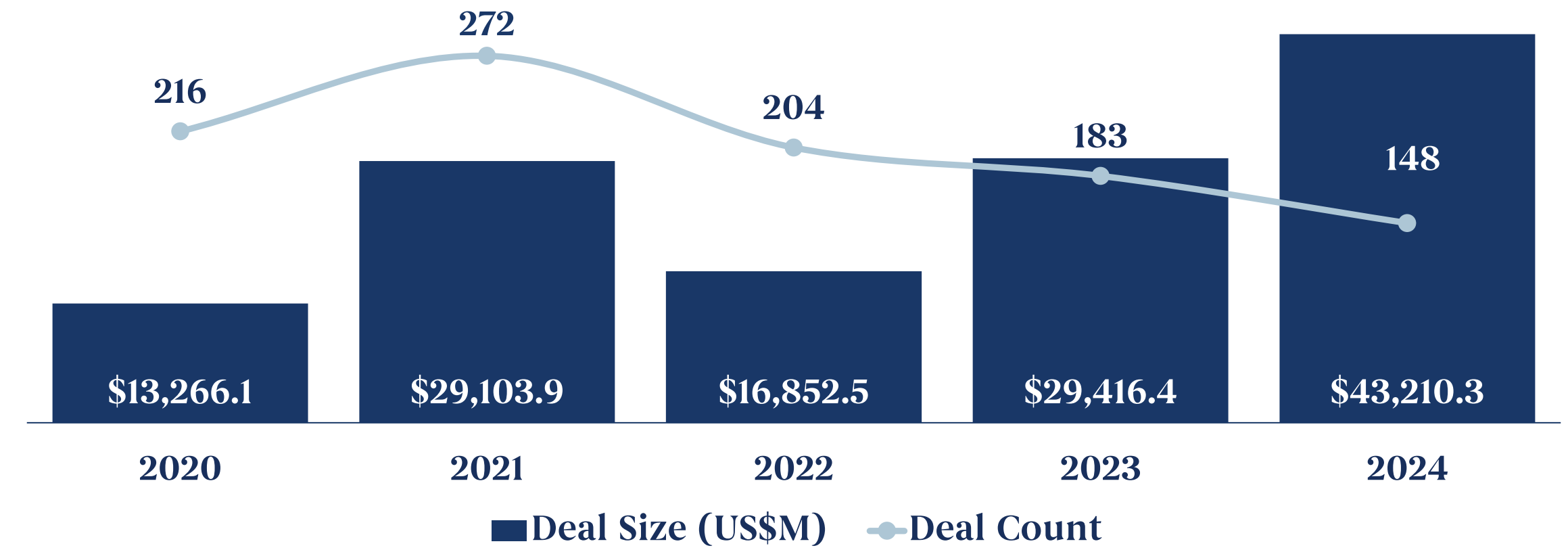
arios@sealeassociates.com

Snacks Industry Overview, M&A Trends, and Market Intelligence

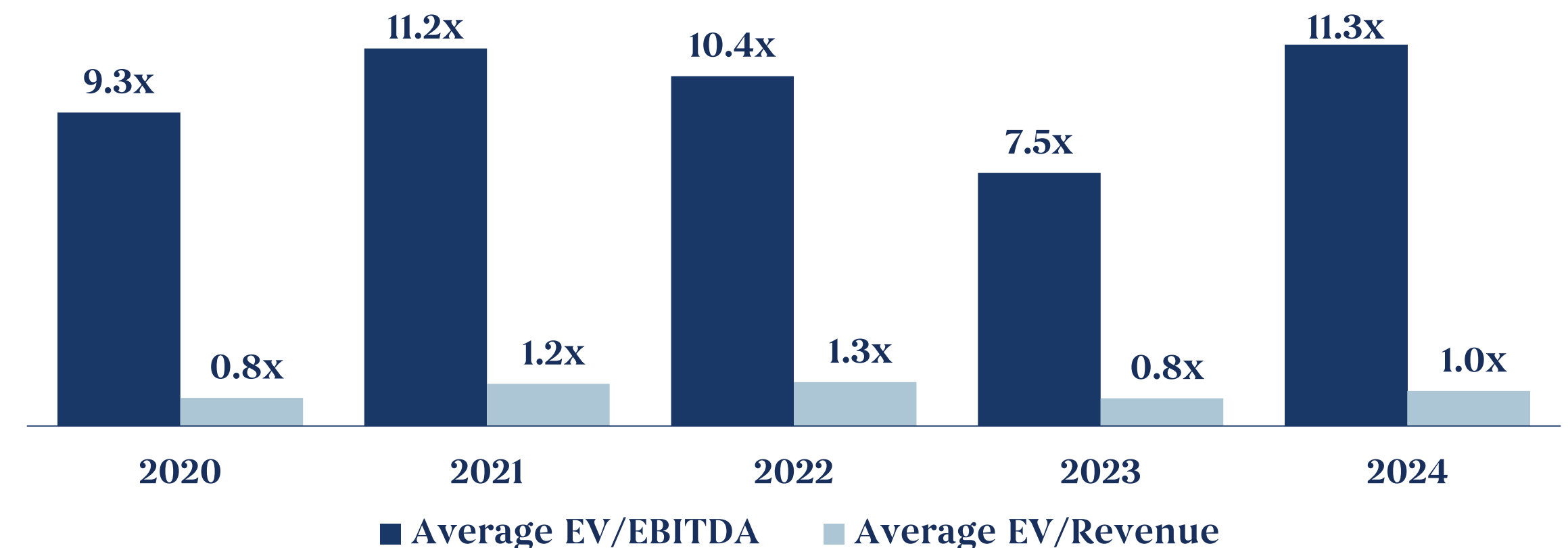
Snacks M&A Trends and Market Intelligence

- The **global snacks industry** continued its **steady growth** and adaptability in Q4 2024, **navigating evolving consumer preferences and economic shifts**. The market **expanded to US\$680.0B**, a **3.7% increase from 2023**, underscoring its increasing significance in the food sector
- **Snacking** has become an **essential part of consumers' daily routines**, fueled by changing lifestyle habits and a growing focus on health-conscious choices. The **demand for better-for-you (BFY) snacks is rising** as consumers seek low-sugar, high-protein, and fiber-enriched options. This shift has pushed snack **companies to prioritize innovation**, with a strong focus on healthier product lines and functional ingredients
- **Meal replacement with snacks** is **rising** among **U.S. adults**, increasing from **14.0% in 2023** to **17.0% in 2024**. This shift, **driven by busy lifestyles and a demand for convenient nutrition**. This trend is also **fueling growth in BFY snacks** and functional foods, shaping innovation in the snack industry
- **Inflation and rising production costs** have also **influenced pricing** strategies. Major industry players, such as **PepsiCo**, responded by implementing a **4.0% global price increase** in 2024 while enhancing affordability through value packs and promotional offerings to maintain consumer demand
- The snacks sector experienced **strong M&A activity** in Q4 2024, **driven by diversification efforts and market expansion strategies**. Companies are **actively acquiring health-oriented snack brands** to align with wellness trends and broaden their product portfolios
- **Private equity firms** have also **intensified their interest**, fueling deal-making activity by **securing letters of intent (LOIs) and preparing portfolio companies for strategic exits** to generate returns for limited partners.
- Looking ahead, **political shifts and potential regulatory easing** are expected to sustain a **"cautious yet optimistic" sentiment** into early 2025. **Deal activity** is projected to **increase**, likely surpassing 2024 and 2023, as gradually **declining interest rates** help **bridge valuation gaps** between buyers and sellers
- Additionally, **lower inflation** is reducing uncertainty, creating a **favorable environment for deal closures**. These combined factors, **policy shifts, economic stability, and improved credit conditions**, are setting the stage for an **active and competitive M&A landscape** in 2025

Snacks Industry M&A Deal Size and Volume










Snacks Industry M&A Average EV/EBITDA and EV/Revenue





Snacks Industry Global Comparable Public Companies

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		Fourth Quarter Dec. 31, 2024 EV/		
						2022	2023	EBITDA	Revenue	
Alicorp S.A.A.	 PER	\$1,168	\$2,280	\$2,810	13.8%	6.5x	6.8x	5.9x	0.8x	
B&G Foods, Inc.	 USA	\$545	\$2,631	\$1,932	16.0%	12.1x	10.2x	8.5x	1.4x	
Carozzi S.A.	 CHL	\$563	\$1,161	\$1,528	16.0%	6.7x	5.5x	4.7x	0.8x	
Cloetta AB (publ)	 SWE	\$651	\$817	\$778	13.7%	9.4x	9.5x	7.6x	1.0x	
Colombina S.A.	 COL	\$126	\$446	\$746	13.0%	6.5x	4.8x	4.6x	0.6x	
Ezaki Glico Co., Ltd.	 JPN	\$1,901	\$1,561	\$2,106	9.1%	5.6x	6.8x	8.1x	0.7x	
Molinos Rio de la Plata S.A.	 ARG	\$1,017	\$1,057	\$446	3.5%	12.2x	41.9x	66.8x	2.4x	
Morinaga&Co., Ltd.	 JPN	\$1,483	\$1,333	\$1,438	13.0%	5.8x	7.3x	7.1x	0.9x	
Premier Foods plc	 GBR	\$2,030	\$2,307	\$1,433	19.0%	7.5x	7.8x	8.5x	1.6x	
The Hain Celestial Group, Inc.	 USA	\$555	\$1,314	\$1,663	9.1%	14.5x	13.0x	8.6x	0.8x	
■ Excluded from mean and median						Mean	8.7x	8.0x	7.1x	1.0x
						Median	7.1x	7.5x	7.9x	0.9x

Snacks Industry Global Comparable Public Companies (1/2)

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		Fourth Quarter Dec. 31, 2024	
						2022	2023	EV/EBITDA	EV/Revenue
Calbee, Inc.	 JPN	\$2,503	\$2,471	\$2,032	13.1%	8.6x	9.4x	9.3x	1.2x
Flowers Foods, Inc.	 USA	\$4,351	\$5,718	\$5,103	12.5%	11.5x	10.9x	9.0x	1.1x
Glanbia plc	 IRL	\$3,540	\$4,266	\$4,470	11.2%	11.5x	10.4x	8.5x	1.0x
Gruma, S.A.B. de C.V.	 MEX	\$5,639	\$6,905	\$6,487	17.4%	5.0x	7.9x	6.1x	1.1x
Grupo Nutresa S. A.	 COL	\$8,317	\$9,396	\$4,276	13.0%	14.6x	13.8x	16.9x	2.2x
J&J Snack Foods Corp.	 USA	\$3,022	\$3,109	\$1,589	13.9%	19.2x	20.4x	14.1x	2.0x
M. Dias Branco S.A. Indústria e Comércio de Alimentos	 BRA	\$1,086	\$1,153	\$1,562	13.3%	13.9x	13.9x	5.5x	0.7x




Snacks Industry Global Comparable Public Companies (2/2)

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		Fourth Quarter Dec. 31, 2024 EV/		
						2022	2023	EBITDA	Revenue	
ORION Corp.	 KOR	\$2,752	\$2,258	\$2,047	22.7%	6.4x	6.6x	4.9x	1.1x	
Orkla ASA	 NOR	\$8,649	\$10,629	\$6,219	16.7%	10.2x	9.2x	10.2x	1.7x	
Premium Brands Holdings Corporation	 CAN	\$2,462	\$4,430	\$4,438	7.0%	17.2x	17.1x	14.3x	1.0x	
The Simply Good Foods Company	 USA	\$3,938	\$4,243	\$1,364	19.2%	17.7x	17.3x	16.2x	3.1x	
TreeHouse Foods, Inc.	 USA	\$1,799	\$3,241	\$3,354	11.2%	10.6x	12.0x	8.6x	1.0x	
Tootsie Roll Industries, Inc.	 USA	\$2,312	\$2,163	\$727	18.1%	22.9x	21.7x	16.4x	3.0x	
Yamazaki Baking Co., Ltd.	 JPN	\$3,723	\$3,614	\$7,915	0.0%	5.3x	6.7x	NM	0.5x	
■ Excluded from mean and median						Mean	11.7x	11.3x	10.8x	1.3x
						Median	11.5x	11.4x	9.3x	1.1x

Snacks Industry Global Comparable Public Companies (1/2)

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		Fourth Quarter Dec. 31, 2024	
						2022	2023	EV/EBITDA	EV/Revenue
Barry Callebaut AG	 CHE	\$7,282	\$11,481	\$11,462	10.8%	15.8x	12.3x	9.3x	1.0x
The Campbell's Company	 USA	\$12,485	\$19,956	\$9,890	22.6%	9.9x	9.6x	8.9x	2.0x
Chocoladefabriken Lindt & Sprüngli AG	 CHE	\$25,617	\$27,027	\$5,906	20.9%	27.3x	24.7x	21.9x	4.6x
Conagra Brands, Inc.	 USA	\$13,246	\$21,672	\$11,929	21.0%	12.4x	10.1x	8.7x	1.8x
General Mills, Inc.	 USA	\$35,214	\$47,691	\$19,901	23.1%	13.5x	13.7x	10.4x	2.4x
Grupo Bimbo, S.A.B. de C.V.	 MEX	\$11,472	\$19,825	\$19,183	14.5%	7.9x	8.7x	7.1x	1.0x
Kellanova	 USA	\$27,910	\$33,965	\$12,749	17.1%	12.1x	13.0x	15.6x	2.7x

Snacks Industry Global Comparable Public Companies (2/2)

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		Fourth Quarter Dec. 31, 2024 EV/		
						2022	2023	EBITDA	Revenue	
Mondelez International, Inc.		USA	\$79,871	\$98,816	\$36,441	24.0%	14.6x	15.4x	11.3x	2.7x
Nestlé S.A.		CHE	\$212,473	\$278,860	\$101,216	21.8%	14.0x	16.0x	12.6x	2.8x
PepsiCo, Inc.		USA	\$211,049	\$248,164	\$91,854	20.5%	17.2x	17.0x	13.2x	2.7x
The Hershey Company		USA	\$34,269	\$39,298	\$11,202	26.8%	19.6x	18.4x	13.1x	3.5x
The J. M. Smucker Company		USA	\$11,719	\$20,105	\$8,831	25.6%	11.4x	10.9x	8.9x	2.3x
The Kraft Heinz Company		USA	\$37,134	\$56,082	\$25,846	28.1%	8.8x	8.6x	7.7x	2.2x
■ Excluded from mean and median						Mean	13.1x	12.8x	10.6x	2.5x
						Median	13.5x	13.0x	10.4x	2.4x

Snacks Industry – Q4 Global Transactions (1/2)

Date	Target	Country	Description	Buyer	Seller	% Acquired	Size US\$M	EV/ EBITDA	EV/ Revenue
Dec-24		CAN	SK Capital Partners , private equity firm, acquired Spectra Confectionery Ltd , manufacturer of decorative toppings and confectionary products, complementing its existing portfolio		-	100.0%	-	-	-
Dec-24		GBR	Flying Trade Group , global business group, acquired a majority stake in Karma Bites , provider of healthy snacks specialized in popped lotus seed products, expanding its presence in the healthy snack market		-	>50.0%	-	-	-
Nov-24		USA	Lolli & Pops Holdings , retailer of premium confections and gift experiences, acquired Hammond's Candies , provider of handcrafted candy canes, lollipops, and other sweets, enhancing its product offerings		-	100.0%	-	-	-
Nov-24		USA	1440 Foods , a portfolio company co-owned by Bain Capital and 4x4 Capital, acquired FITCrunch and Bakery Barn , providers of high-protein bars and snacks, from Union Capital, enhancing its position in the active nutrition market			ND	-	-	-
Nov-24		USA	Hershey Co. , manufacturer of chocolate and nonchocolate confectionery and grocery products, acquired Sour Strips , manufacturer of sour candy, diversifying its sweets portfolio and attracting new consumer segments		-	100.0%	-	-	-
Nov-24	Mother Earth, Flemings, and Value Pack (VP)	NZL	Arnotts , producer and distributor of healthy snacks and confectionary products, acquired three snacking brands Mother Earth, Flemings, and Value Pack from Prolife Foods Ltd., expanding its presence in the better-for-you snacking segment			100.0%	-	-	-

Snacks Industry – Q4 Global Transactions (2/2)

Date	Target	Country	Description	Buyer	Seller	% Acquired	Size US\$M	EV/ EBITDA	EV/ Revenue
Nov-24*		IND	Annapurna Swadisht , manufacturer of snacks, agreed to acquire Madhur Confectioners , producer of confectionery products, expanding its product portfolio and capitalizing on Madhur's existing distribution network		-	100.0%	\$21.4	-	-
Oct-24		GBR	Food Thoughts , manufacturer of organic cocoa and cacao products, acquired Doisy & Dam , provider of vegan chocolate, from Nurture Brands, expanding its presence in the plant-based confectionery market			100.0%	-	-	-
Oct-24*		CIV	GCB , cocoa grinder, agreed to acquire a 25% stake in Transcao Côte d'Ivoire , manufacturer of cocoa products, enhancing its presence in the Ivorian cocoa processing industry			25.0%	\$30.8	-	-
Oct-24		USA	PepsiCo. , global food and beverage leader, acquired Garza Food Ventures LLC , doing business as Siete Foods, provider of mexican snacks, enhancing its portfolio with authentic Mexican-American products		-	100.0%	\$1,200.0	-	-
Oct-24		FRA	Agour SARL , manufacturer of Basque cheeses and Bayonne ham, acquired L'Atelier du Chocolat , manufacturer of artisanal chocolate, enhancing its presence in the confectionery sector		-	100.0%	-	-	-

* Announced transactions pending approval and other closing conditions

ND: Not Disclosed

ARCA CONTINENTAL

TARGET

Wise Foods, Inc.

TRANSACTION TYPE

Acquisition advisory

INDUSTRIES

Branded Consumer Products, Food & Beverage

GEOGRAPHY

Northeastern USA

SITUATION

Seale & Associates was retained by Arca Continental (BMV:AC) with the mandate to help grow their snacks business portfolio by acquiring a platform business in the U.S. market to maximize growth opportunities.

SEALE & ASSOCIATES' APPROACH

Seale completed a thorough screening of the potential universe of snack food companies that would align with Arca Continental's strategy. Seale pre-qualified each potential target and initiated transaction discussions with the targets that best fit Arca Continental's strategy and investment criteria.

OUTCOME

The process resulted in the acquisition of Wise Foods, which was Arca Continental's first and largest snack foods acquisition in the United States. The acquisition provided Arca Continental (BMV:AC) with a platform possessing sufficient size and scale to execute an aggressive acquisition led growth strategy in the snack category.

“We are very pleased to have successfully acquired Wise Foods”



“We are very pleased to have successfully acquired Wise Foods as part of our strategy to grow our snack foods business in the United States, Mexico and throughout Latin America.”

Seale was instrumental and offered invaluable guidance and support throughout the entire process to ensure we completed this strategic acquisition in a very short timeline. We look forward to working with them again in the future as part of our team.”

Francisco Garza Egloff, CEO, Arca Continental

ARCA CONTINENTAL

TARGET

Deep River Snacks

TRANSACTION TYPE

Acquisition advisory

INDUSTRIES

Branded Consumer Products, Food & Beverage

GEOGRAPHY

USA

SITUATION

Seale & Associates acted as exclusive financial advisor to Arca Continental (BMV:AC) with the mandate to capture both the conventional and growing better-for-you segment within the snack category.

SEALE & ASSOCIATES' APPROACH

Seale completed a thorough screening of the potential universe of snack food companies that would align with Arca Continental's strategy. Seale pre-qualified each potential target and initiated transaction discussions with the targets that best fit Arca Continental's strategy and investment criteria.

OUTCOME

The process resulted in the acquisition of Deep River Snacks, a leading authentic brand of premium, better-for-you snacks products distributed throughout the United States. Through this acquisition, Arca Continental (BMV:AC) became a more significant player in the salty snacks industry.

“This acquisition broadens the process of diversification and complementarity of the snacks portfolio”



“This acquisition broadens the process of diversification and complementarity of the snacks portfolio for the U.S. consumer with innovative products and in differentiated segments, allowing us to better serve our customers and enhance the development of our brands.”

Francisco Garza Egloff, CEO, Arca Continental

Sign up for M&A insights

We deliver sector-specific intelligence designed specifically for industry leaders, private equity firms, and their advisors. Our industry reports and featured articles deliver real-time access to key industry data, including:



Emerging industry trends

Quarterly reports covering 30+ industries

Monthly reports for the U.S., Mexico, and Colombia

Transaction analysis and market trends

Valuable insights for industry leaders

Receive email updates with our proprietary data, reports, and insights as they are published for the industries that matter to you the most

SUBSCRIBE

M&A Representative Engagements in the Food & Beverages Industry

 <p>has merged with</p>  <p>a business of</p> 	 <p>has merged its Beverage Division with</p> 	 <p>has merged its Beverage Division with</p> 	 <p>has partnered with</p>  <p>a subsidiary of</p> 	 <p>has acquired</p> 	 <p>has acquired</p> 
 <p>has acquired</p> 	 <p>has sold</p>  <p>Sidral Mundet U.S. Brand and Dist. Rights to</p> 	 <p>has acquired</p>  <p>KFC Costa Rica from</p> 	 <p>has acquired</p> 	 <p>has partnered with</p> 	 <p>has sold</p>  <p>to</p> 
 <p>Sale of Parma Ham Business</p>	 <p>Acquisition Advisory Services</p>	 <p>Valuation Advisory Services</p>	 <p>Valuation Advisory Services</p>	 <p>Corporate Finance Advisory Services</p>	 <p>Acquisition Advisory Services</p>



JAMES A. SEALE

President and Founder | Washington, DC

+1 (703) 623-9253

32+ years of global M&A experience, Attorney, CPA Arthur Andersen, and Professor of Global Investment Banking at George Washington University
University of Virginia - JD
University of Kentucky - BS in Accounting



BRETT M. CARMEL

Senior Managing Director and Co-founder | Miami, FL

+1 (703) 294-6530

25+ years of global M&A experience and Professor of M&A at Johns Hopkins University
The George Washington University - MBA International Business and MA - International Affairs
University of Florida - BA in Political Science with High Honors



SERGIO GARCIA DEL BOSQUE

Managing Director | Mexico City, Mexico

+52 (55) 8000-7463

16+ years of global M&A experience
IPADE - MBA
Instituto Tecnológico y de Estudios Superiores de Monterrey
BS in Industrial Engineering



ROBERT E. WHITNEY

Managing Director | Washington, DC

+1 (703) 801-8939

19+ years of global M&A experience, CPA Deloitte & Touche, Corporate Audit and Assurance Services
University of Richmond - BS Business Administration in Accounting



CARLOS HERNANDEZ GOUDET

Managing Director | San Luis Potosi, Mexico

+1 (571) 482-3432

14+ years of global M&A experience
Columbia University - MBA
Instituto Tecnológico y de Estudios Superiores de Monterrey
BS in Industrial Engineering



FELIPE BUENO

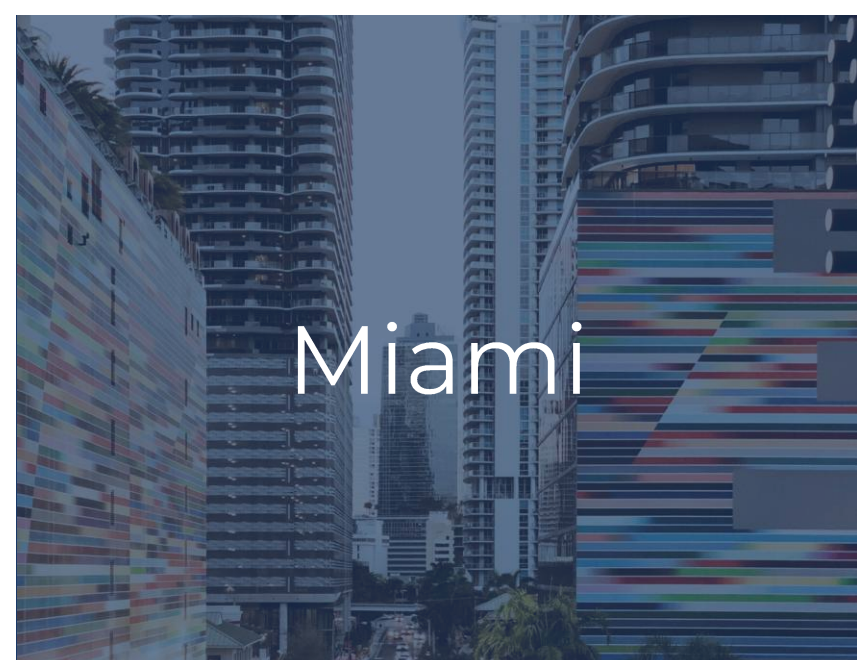
Senior Director | Monterrey, Mexico

+52 (84) 4432-4444

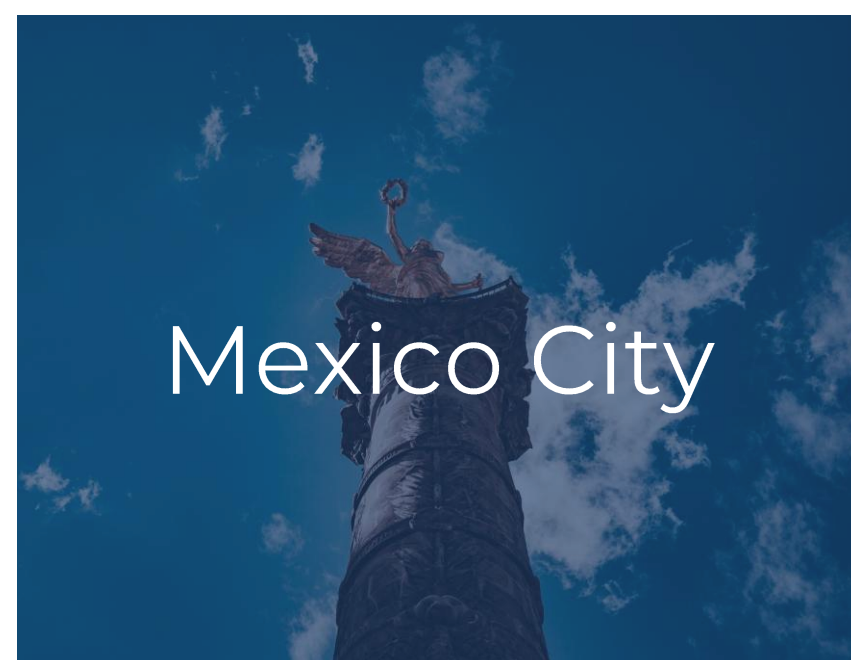
32+ years with Grupo Industrial Saltillo with experience as Director, Corp. Dev. and extensive global commercial experience
Instituto Tecnológico y de Estudios Superiores de Monterrey
MBA and BS in Industrial Engineering



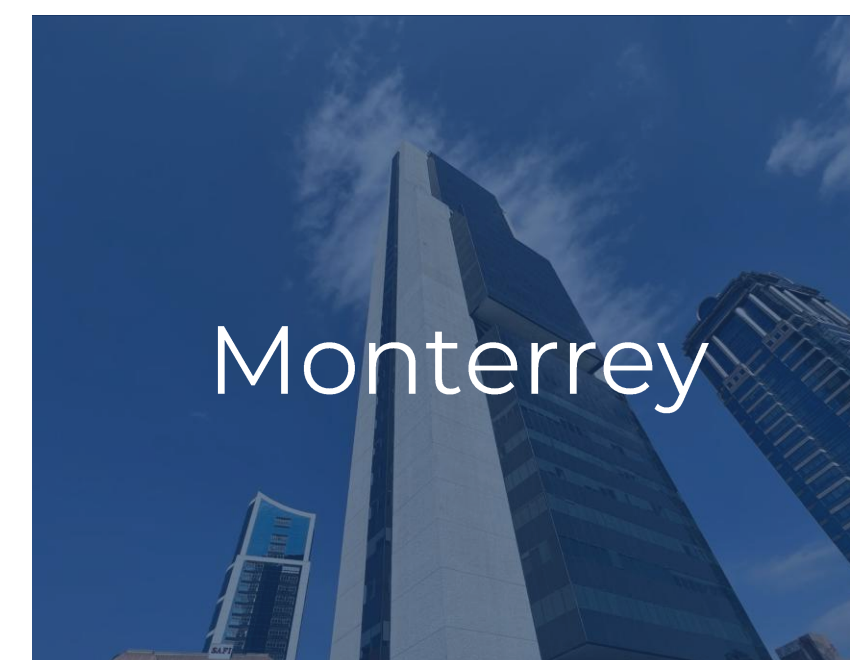
Washington D.C.



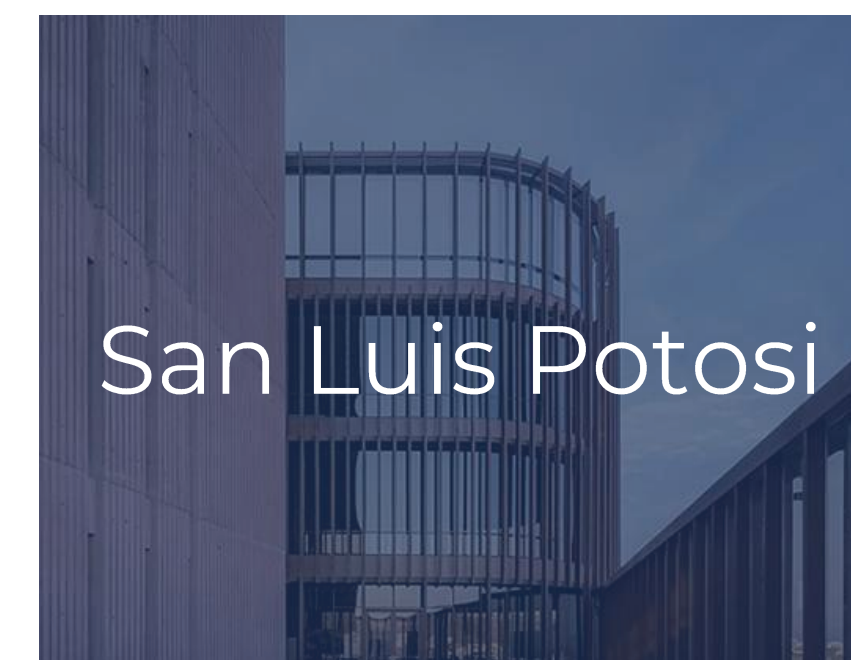
Miami



Mexico City



Monterrey



San Luis Potosi

For over 25 years, Seale & Associates has served leading public and private companies from around the world and operating in a broad range of industries with a high level of quality, integrity and independence while presenting innovative ideas and trusted solutions to address their most complex dealings

25
Years of Experience

+\$50B
Closed Transactions Globally

Services & Solutions

- Mergers & Acquisitions
- Divestitures
- Joint Ventures / Alliances
- Recapitalizations
- Due Diligence / Support
- Expert Witness Testimony
- Corporate Finance Advisory
- Strategy Consulting

Trusted Advisor to Leading Companies Worldwide

We have worked repeatedly with many of the most well-known and respected companies in the world...

...as well as with many private equity funds, family-offices and privately held companies.



Seale & Associates

Creative Solutions. Trusted Advice.