



Seale & Associates

FOOD INDUSTRY
VALUATION UPDATE
Q1 2026

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Global Comparable Public Companies

Bread & Bakery, Seasoning Products, Grains & Cereals, Dairy Products, Meat & Seafood, Preserved Foods, Edible Oils, LatAm Products

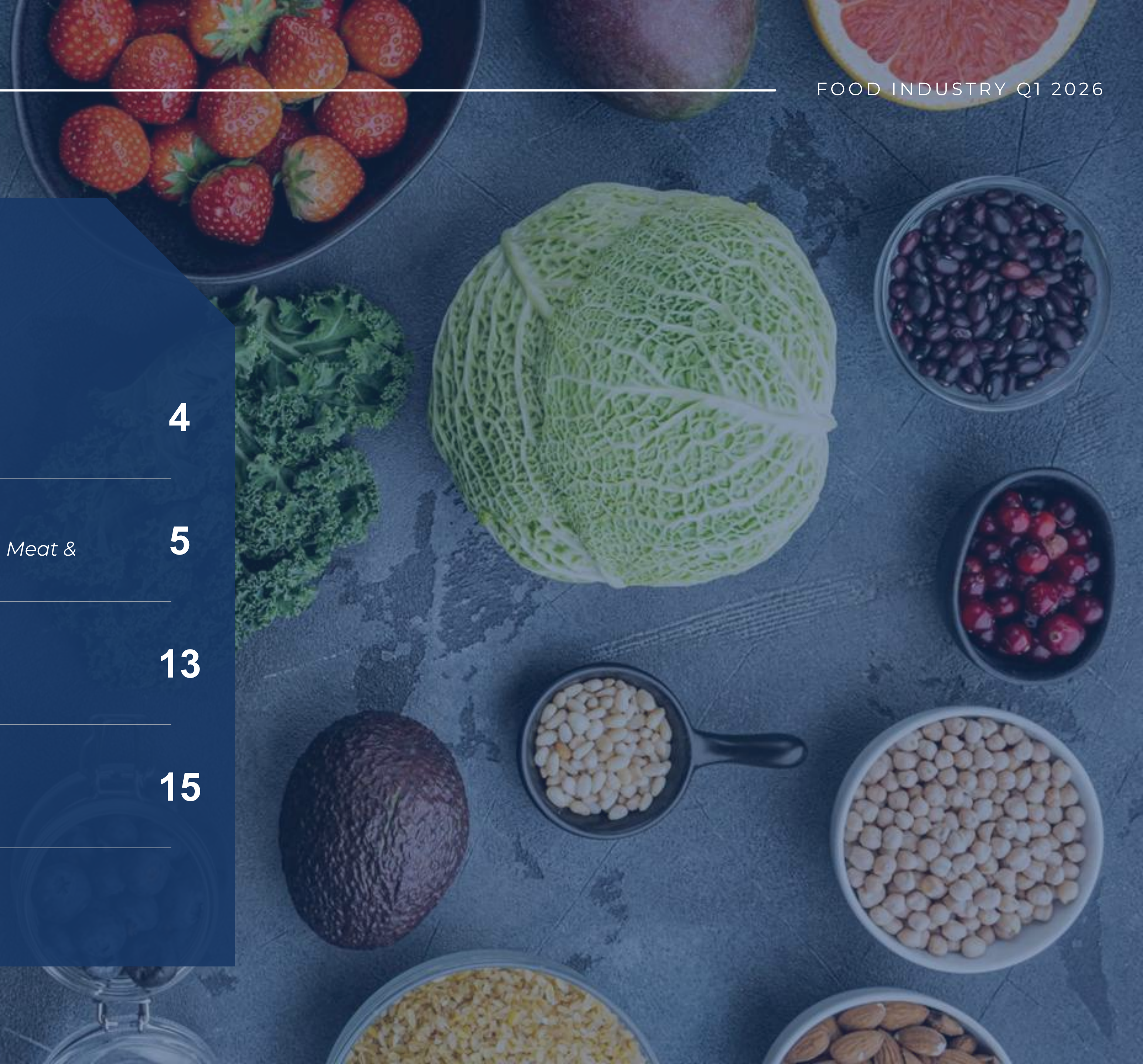
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Introduction

We are pleased to share our Food Industry Valuation Multiples Update for Q1 2026.

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.



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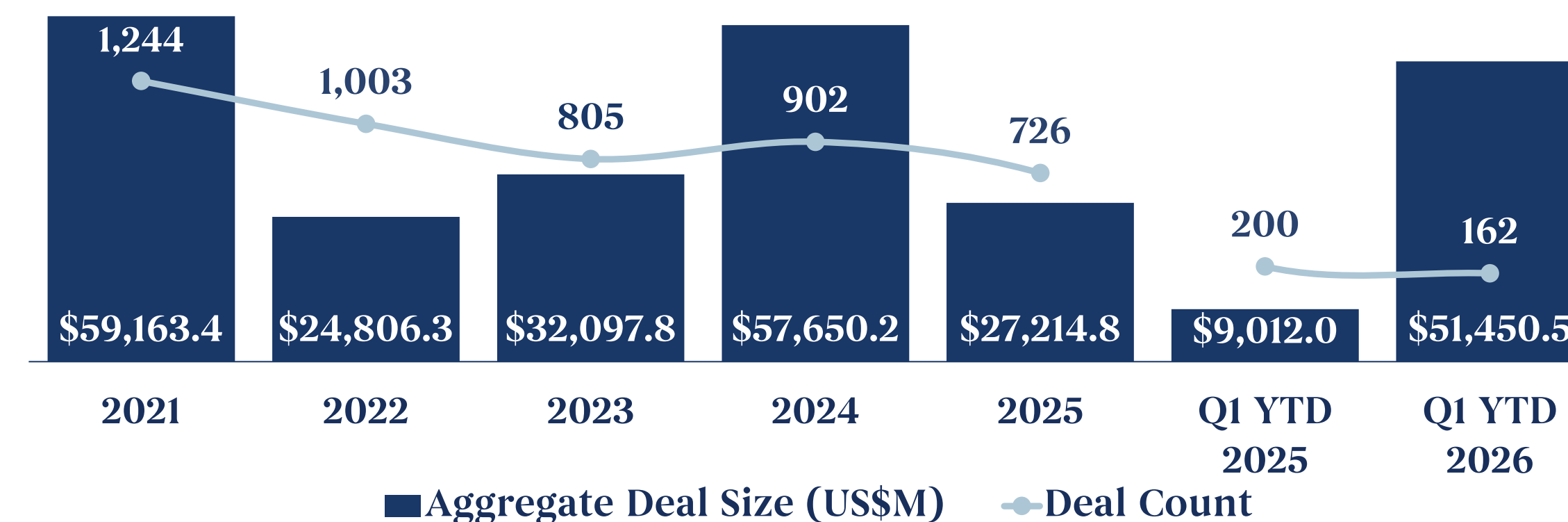
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Food Industry Overview

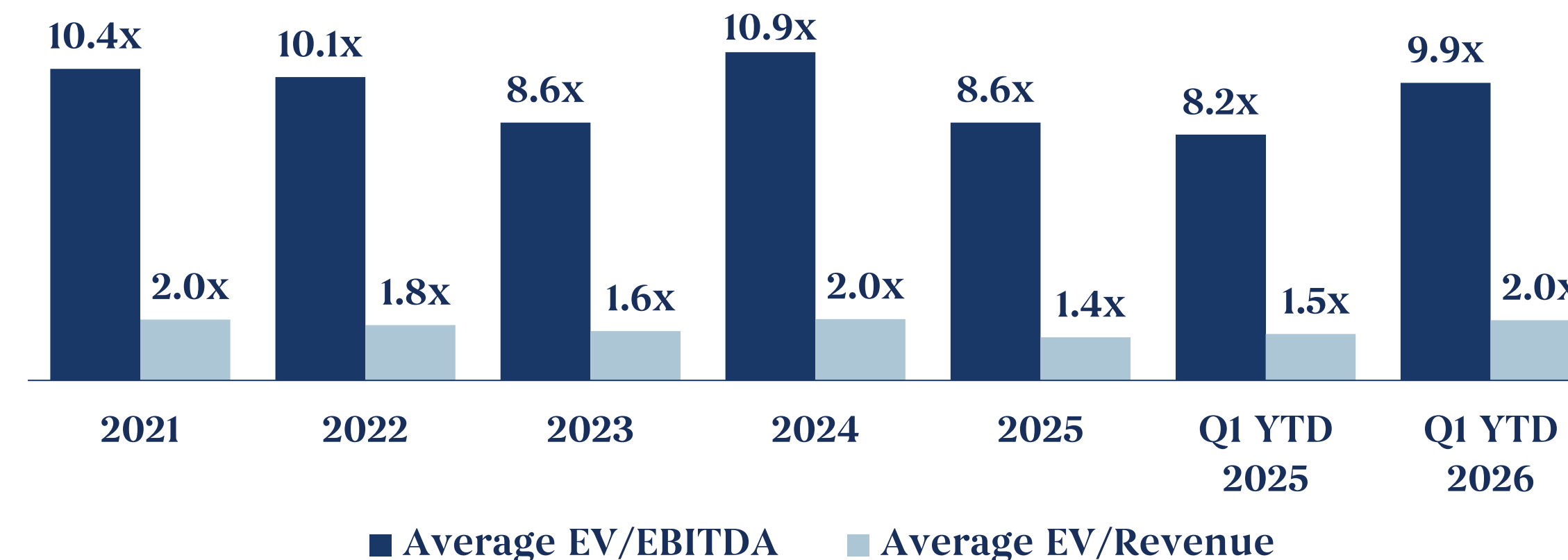
M&A Trends and Market Intelligence

- As of June 2026, the food industry is **estimated** to generate **revenues of USD\$9.7T in 2026** and grow at a **6.2% CAGR between 2026 and 2031**, supported by rising **food consumption**, expanding **online sales**, and increasing **demand across emerging markets**
- Consumers** are **prioritizing health and nutrition**, increasingly **seeking foods with functional benefits, high protein content, natural ingredients, clean labels, and minimal processing** that support wellness and sustainability goals
- Food industry **M&A activity** remains active, with **162 transactions announced in Q1 2026, compared to 200 in Q1 2025**, while average valuation multiples **increased to 9.9x EV/EBITDA**, reflecting continued investor interest in high-quality food assets
- The **opportunities for innovation**, include the development of functional foods focused on digestive health and protein enrichment, as well as products that combine **affordability, sustainability**, and indulgence to address **evolving consumer preferences**
- In response, **M&A activity** has been **driven** by strategic transactions aimed at **expanding product portfolios, strengthening manufacturing capabilities, enhancing supply chain resilience**, and increasing **exposure to faster-growing health-oriented and value-added food categories**

Food Industry M&A Deal Size and Volume










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






Bread & Bakery – Global Comparable Public Companies

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026 EV/EBITDA		
						2024	2025	EV/EBITDA	EV/Revenue	
ARYZTA		CHE	\$1,920	\$2,672	\$2,563	13.1%	8.2x	8.7x	8.0x	1.0x
Flowers Foods		USA	\$1,724	\$3,796	\$5,256	12.6%	10.0x	7.9x	5.7x	0.7x
Grupo Bimbo		MEX	\$14,348	\$24,498	\$23,510	15.0%	7.8x	6.8x	7.0x	1.0x
Grupo Nutresa		COL	\$37,820	\$41,655	\$5,710	13.6%	12.9x	30.5x	53.7x	7.3x
J&J Snack Foods		USA	\$1,507	\$1,602	\$1,553	12.4%	15.5x	10.9x	8.3x	1.0x
Lotus Bakeries		BEL	\$9,120	\$9,339	\$1,562	20.0%	40.2x	28.9x	29.8x	6.0x
M. Dias Branco		BRA	\$1,479	\$1,454	\$2,002	11.0%	7.8x	7.2x	6.6x	0.7x
■ Excluded from mean						Mean	10.4x	8.3x	7.1x	0.9x
						Median	10.0x	8.7x	8.0x	1.0x




Seasoning Products – Global Comparable Public Companies

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026		
						2024	2025	EV/EBITDA	EV/Revenue	
Atlantic Grupa	 HRV	\$743	\$1,017	\$1,436	8.5%	9.2x	9.4x	8.3x	0.7x	
McCormick & Company	 USA	\$13,554	\$18,875	\$7,109	33.4%	17.7x	16.7x	8.0x	2.7x	
The Kraft Heinz Company	 USA	\$26,622	\$44,844	\$24,990	25.0%	8.4x	7.5x	7.2x	1.8x	
■ Excluded from mean						Mean	8.8x	8.5x	7.8x	1.7x
						Median	9.2x	9.4x	8.0x	1.8x










Grains & Cereals – Global Comparable Public Companies

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026		
						2024	2025	EV/EBITDA	EV/Revenue	
General Mills		USA	\$19,864	\$33,060	\$18,371	18.7%	11.2x	10.0x	9.6x	1.8x
Gruma		MEX	\$6,247	\$7,675	\$6,451	17.6%	7.9x	6.6x	6.8x	1.2x
Post Holdings		USA	\$4,728	\$11,922	\$8,449	17.9%	9.8x	8.9x	7.9x	1.4x
■ Excluded from mean						Mean	9.6x	8.5x	8.1x	1.5x
						Median	9.8x	8.9x	7.9x	1.4x

Dairy Products – Global Comparable Public Companies

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026	
						2024	2025	EV/EBITDA	EV/Revenue
Danone	 FRA	\$50,960	\$60,875	\$31,457	17.5%	10.1x	11.9x	11.1x	1.9x
Emmi	 CHE	\$5,662	\$6,964	\$5,916	10.2%	13.5x	12.1x	11.5x	1.2x
Fonterra	 NZL	\$5,637	\$8,658	\$14,385	8.6%	3.7x	5.7x	7.0x	0.6x
Glanbia	 IRL	\$4,723	\$5,346	\$3,946	12.3%	10.8x	8.4x	11.0x	1.4x
Leche Gloria	 PER	\$990	\$1,429	\$1,800	9.9%	6.3x	7.8x	8.0x	0.8x
Meiji	 JPN	\$6,580	\$7,265	\$7,381	12.1%	7.5x	6.9x	8.2x	1.0x
Saputo	 CAN	\$12,620	\$14,813	\$12,574	9.6%	10.5x	10.2x	12.3x	1.2x
Savencia	 FRA	\$902	\$1,842	\$8,021	5.3%	3.8x	3.7x	4.3x	0.2x
Yakult	 JPN	\$4,892	\$4,339	\$3,059	0.0%	8.7x	8.2x	NM	1.4x

■ Excluded from mean








NM: Not Measurable

Source: Capital IQ

Mean 7.7x 8.3x 9.2x 1.2x
Median 8.7x 8.2x 9.6x 1.2x









Meat & Seafood – Global Comparable Public Companies

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026 EV/		
						2024	2025	EBITDA	Revenue	
Floridienne	 BEL	\$647	\$1,232	\$838	13.8%	17.8x	13.1x	10.6x	1.5x	
Hormel	 USA	\$12,464	\$14,435	\$12,145	12.4%	10.5x	9.8x	9.6x	1.2x	
L.D.C.	 FRA	\$3,977	\$3,907	\$7,827	8.3%	3.4x	5.1x	6.0x	0.5x	
Mowi	 NOR	\$11,889	\$15,996	\$6,815	25.5%	8.7x	10.2x	9.2x	2.3x	
ORIOR	 CHE	\$91	\$280	\$777	6.6%	8.9x	13.3x	5.5x	0.4x	
Pilgrim's Pride	 USA	\$8,970	\$11,696	\$18,567	13.2%	7.9x	5.1x	4.8x	0.6x	
Tyson Foods	 USA	\$22,558	\$29,664	\$55,710	6.2%	8.8x	6.9x	8.6x	0.5x	
■ Excluded from mean						Mean	8.9x	9.1x	7.8x	0.8x
						Median	8.8x	9.8x	8.6x	0.6x











Preserved Foods – Global Comparable Public Companies

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026 EV/EBITDA		EV/Revenue
						2024	2025	EV/EBITDA	EV/Revenue	
CJ Cheiljedang	 KOR	\$2,204	\$11,819	\$18,229	10.4%	6.2x	5.7x	6.2x	0.6x	
Conagra Brands	 USA	\$7,520	\$15,097	\$11,181	18.2%	9.2x	7.8x	7.4x	1.4x	
Ebro Foods	 ESP	\$3,335	\$3,639	\$3,433	13.4%	7.0x	7.1x	7.9x	1.1x	
Lamb Weston	 USA	\$5,869	\$9,731	\$6,518	19.6%	9.5x	9.2x	7.6x	1.5x	
Nissin Foods	 JPN	\$5,425	\$6,267	\$4,957	12.9%	12.0x	9.3x	9.8x	1.3x	
Nomad Foods	 GBR	\$1,365	\$3,674	\$3,445	17.1%	9.1x	7.6x	6.2x	1.1x	
Orkla	 NOR	\$12,267	\$14,134	\$7,369	16.9%	9.6x	10.5x	11.3x	1.9x	
The J. M. Smucker Company	 USA	\$10,285	\$17,731	\$8,927	22.3%	10.2x	9.0x	8.9x	2.0x	
■ Excluded from mean						Mean	9.5x	8.7x	8.8x	1.3x
						Median	9.3x	8.4x	7.8x	1.3x

Edible Oils – Global Comparable Public Companies

The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026		
						2024	2025	EV/EBITDA	EV/Revenue	
Archer-Daniels-Midland		USA	\$35,029	\$44,034	\$80,584	4.6%	7.2x	9.5x	11.9x	0.5x
Bunge		USA	\$24,614	\$39,783	\$80,547	4.5%	4.3x	6.2x	11.0x	0.5x
Deoleo		ESP	\$152	\$545	\$947	6.0%	13.6x	11.9x	9.6x	0.6x
Golden Agri-Resources		SGP	\$3,001	\$5,412	\$13,145	9.1%	5.4x	5.4x	4.5x	0.4x
IOI Corporation		MYS	\$6,551	\$6,915	\$2,889	19.5%	13.7x	12.3x	12.3x	2.4x
J-Oil Mills		JPN	\$420	\$551	\$1,425	NM	7.8x	6.9x	NM	0.4x
Kuala Lumpur Kepong		MYS	\$5,913	\$8,752	\$6,331	12.5%	13.6x	11.8x	11.1x	1.4x
Patanjali Foods		IND	\$5,335	\$5,442	\$4,303	4.6%	41.9x	34.5x	27.8x	1.3x
SD Guthrie		MYS	\$10,333	\$11,572	\$5,129	24.2%	10.5x	9.4x	9.3x	2.3x
Wilmar		SGP	\$18,648	\$41,822	\$70,416	6.0%	9.7x	9.1x	10.0x	0.6x

Excluded from mean










NM: Not Measurable

Mean 9.5x 9.2x 10.0x 0.7x
Median 10.1x 9.4x 11.0x 0.6x

Source: Capital IQ

LatAm Products – Global Comparable Public Companies
















The table below presents selected publicly traded companies in the sector, serving as benchmarks for valuation, scale, and operating performance across comparable business models

Company	Country	Market Cap. US\$M	Enterprise Value US\$M	Revenue US\$M	EBITDA Margin	Annual Average EV/EBITDA		First Quarter Mar. 31, 2026 EV/		
						2024	2025	EBITDA	Revenue	
Alicorp	 PER	\$1,807	\$2,798	\$3,398	14.8%	6.8x	5.2x	5.6x	0.8x	
Grupo Bimbo	 MEX	\$14,348	\$24,498	\$23,510	15.0%	7.8x	6.8x	7.0x	1.0x	
Camil Alimentos	 BRA	\$398	\$1,194	\$2,131	7.6%	7.6x	6.4x	7.4x	0.6x	
Carozzi	 CHL	\$1,606	\$2,350	\$1,743	14.3%	4.4x	6.1x	9.4x	1.3x	
Colombina	 COL	\$149	\$616	\$967	11.3%	4.5x	4.9x	5.7x	0.6x	
Gruma	 MEX	\$6,247	\$7,675	\$6,451	17.6%	7.9x	6.6x	6.8x	1.2x	
Grupo Herdez	 MEX	\$1,504	\$2,522	\$2,158	18.6%	4.8x	5.3x	6.3x	1.2x	
Grupo Nutresa	 COL	\$37,820	\$41,655	\$5,710	13.6%	12.9x	30.5x	53.7x	7.3x	
Molinos Rio de la Plata	 ARG	\$406	\$571	\$689	1.4%	43.2x	72.0x	57.7x	0.8x	
						Mean	7.1x	5.9x	6.9x	0.9x
						Median	7.6x	6.4x	7.0x	1.0x

Excluded from mean

Food Industry – Global Transactions (1/2)

The table below highlights selected global M&A transactions during Q1 2026, illustrating strategic acquisitions focused on scale, product diversification, or geographic expansion within the sector

Date	Target	Country	Description	Buyer	Seller	% Acquired	Size US\$M	EV/ EBITDA	EV/ Revenue
Mar-26*		GBR	McCormick , a manufacturer and marketer of spices, seasonings, and flavor solutions, agreed to acquire Foods Business of Unilever , a manufacturer of condiments, cooking aids, and food products			100.0%	\$44,800.0	13.8x	3.6x
Mar-26*		GBR	Danone , a manufacturer of food and beverage specialized in dairy, plant-based products, and bottled water, agreed to acquire Huel , a producer of complete plant-based meal replacement products		Multiple sellers	100.0%	\$1,200.0	-	-
Mar-26*		ESP	BRIDOR , a manufacturer of bakery products, agreed to acquire Panamar Bakery Group , a producer of frozen bakery and pastry products		-	100.0%	\$1,158.2	-	1.7x
Mar-26*		BRA	Ferrero , a manufacturer of confectionery and packaged food products, agreed to acquire Bold Snacks , a premium protein snack company		-	100.0%	-	-	-
Mar-26		USA	Morinaga & Co. , a leading global confectionery manufacturer, acquired The Mochi Ice Cream Company , a manufacturer of mochi ice cream and frozen dessert products		Multiple sellers	100.0%	\$130.0	-	2.2x
Mar-26		FRA	Laiterie de Saint-Denis de l'Hôtel , a producer of fruit juices and beverage products, acquired La Biscuiterie de Chambord , a manufacturer of biscuits and baked snack products		-	100.0%	-	-	-
Mar-26		USA	Cal-Maine Foods , a producer and distributor of shell eggs, acquired Creighton Brothers , a producer of eggs and egg products		-	100.0%	\$128.5	-	-

Food Industry – Global Transactions (2/2)

Date	Target	Country	Description	Buyer	Seller	% Acquired	Size US\$M	EV/ EBITDA	EV/ Revenue
Feb-26*		AUS	Australian Meat Group , a meat processing and food production company, agreed to acquire Killara Feedlot , a cattle feedlot and livestock production business			100.0%	\$139.0	-	-
Feb-26*		FRA	L.D.C. , a producer of poultry, processed foods, and convenience products, agreed to acquire France Poultry , a poultry production and processing company			100.0%	-	-	-
Feb-26*	dsm-firmenich ●●●	CHE	CVC Capital Partners , a private equity investment firm, agreed to acquire Animal Nutrition & Health business of DSM-Firmenich , a provider of animal nutrition, health, and feed additive solutions		-	80.0%	\$2,023.3	-	-
Feb-26		USA	The Marzetti Company , a manufacturer of specialty food products, dressings, and sauces, acquired Bachan's , a producer of Japanese-inspired barbecue sauces and condiments		Multiple sellers	100.0%	\$400.0	-	4.6x
Jan-26		ITA	Ebro Foods , a manufacturer of rice, pasta, and packaged food products, acquired Bertagni 1882 , a producer of premium filled pasta products		-	30.0%	\$112.5	-	-
Jan-26		USA	Mission Produce , a grower, distributor, and marketer of avocados and mangos, acquired Calavo Growers , a producer and distributor of avocados and fresh food products		Multiple sellers	100.0%	\$491.8	15.3x	0.7x
Jan-26		USA	PPC Investment Partners , a private investment firm, acquired NaturPak , a manufacturer of shelf-stable food packaging and processing solutions			100.0%	-	-	-

*Announced transactions pending approval and other customary closing conditions

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 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

GRUPO CHEN

TARGET

Grupo Chen

TRANSACTION TYPE

Divestiture advisory

INDUSTRIES

Food & Beverage

GEOGRAPHY

Monterrey, Mexico

SITUATION

Seale & Associates was retained by the owner of Grupo Chen to advise on a sale of the company as part of succession planning. Grupo Chen produces, markets and distributes dairy products, including cheese, yogurt, butter, and dairy cream with a market leadership position in Northern Mexico.

SEALE & ASSOCIATES' APPROACH

Seale managed a preferred buyer process with Sigma Alimentos, while maintaining the option to initiate a competitive auction process with other interested strategic buyers for Grupo Chen. Seale's disciplined approach allowed our client to maintain momentum and negotiating leverage throughout the process and ensure closing at a premium value and more favorable terms.

OUTCOME

The process resulted in a successful acquisition of Grupo Chen by Sigma Alimentos, a subsidiary of ALFA (BMV:ALFA). Grupo Chen became Sigma's branded dairy products growth platform for the Mexican market.

“Seale gave me “peace of mind” as they expertly guided me through the sale process”

CHEN

has merged with

Sigma

a business of

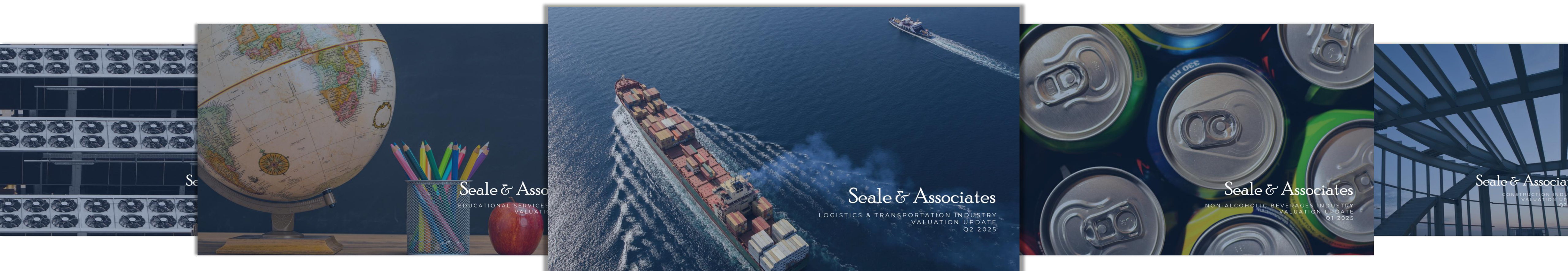
alfa

“When it came time to decide on a viable succession plan for my business, I knew that none of my children were interested in taking over, and the last thing I wanted was to leave them a potential mess after I was gone. Seale gave me “peace of mind” as they expertly guided me through the sale process for my life's work and made certain I got the very best price and terms.”

Reynaldo Villarreal
CEO and owner, Grupo Chen

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 <p>and</p> <p>have been acquired by</p> 	 <p>has been acquired by</p> 	 <p>MOVING THE CIRCULAR ECONOMY FORWARD</p> <p>has sold a controlling interest to</p> 	 <p>has sold</p>  <p>Zinc Oxide Corporation a subsidiary of</p> 	 <p>has acquired</p>  <p>from</p> 	 <p>has been acquired by</p> 	 <p>Oxbow's Senior Subordinated debt issued by</p>  <p>was refinanced by</p> 
 <p>has acquired</p> 	 <p>has sold</p>  <p>to</p> 	 <p>has sold</p>  <p>and</p>  <p>to</p> 	 <p>has sold</p>  <p>to</p> 	 <p>has sold</p>  <p>to</p> 	 <p>has sold</p> <p>Triumph Air Repair, the APU Overhaul Operations of Triumph Aviation Services – Asia, and Triumph Engines businesses</p> <p>to</p> 	 <p>has acquired</p> 
 <p>has sold its GRACE Membranes business</p>  <p>a subsidiary of</p> 	 <p>has sold</p>  <p>and</p>  <p>to</p> 	 <p>has sold</p>  <p>to</p>  <p>Driving Safety Forward™</p>	 <p>has sold</p>  <p>A division of Carrier Commercial Refrigeration, Inc.</p> <p>to</p> 	 <p>has sold</p>  <p>to</p> 	 <p>has sold</p>  <p>to</p> 	 <p>has acquired</p> 



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FELIPE BUENO

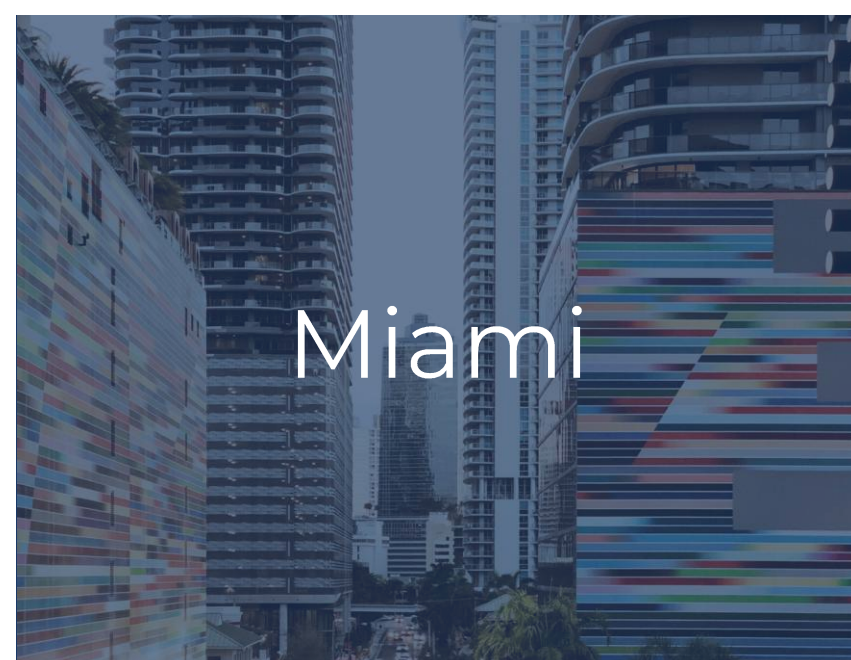
Senior Director | Monterrey, Mexico

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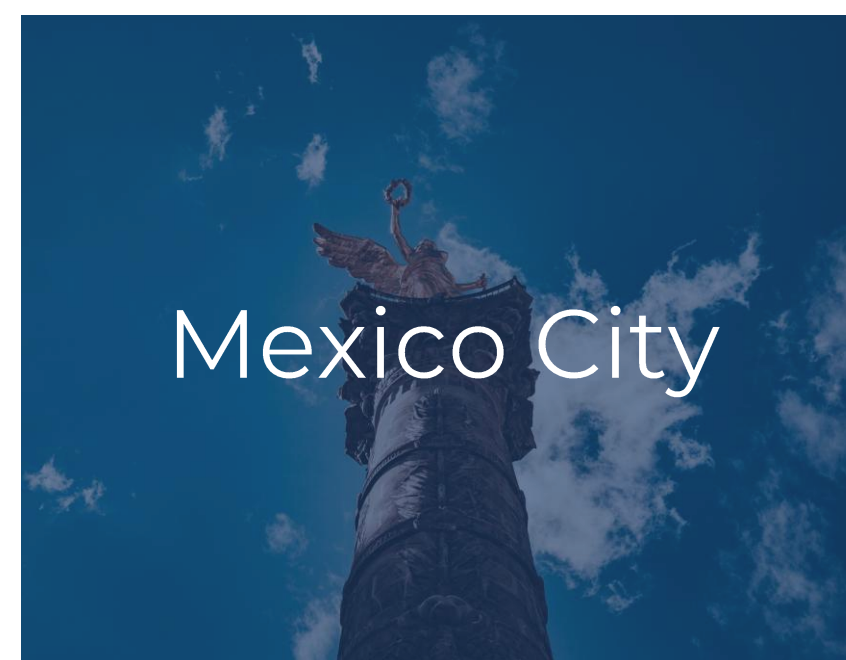
40+ years with Grupo Industrial Saltillo with experience as Director, Corp. Dev. and extensive global commercial experience
Instituto Tecnológico y de Estudios Superiores de Monterrey
MBA and BS in Industrial Engineering



Washington D.C.



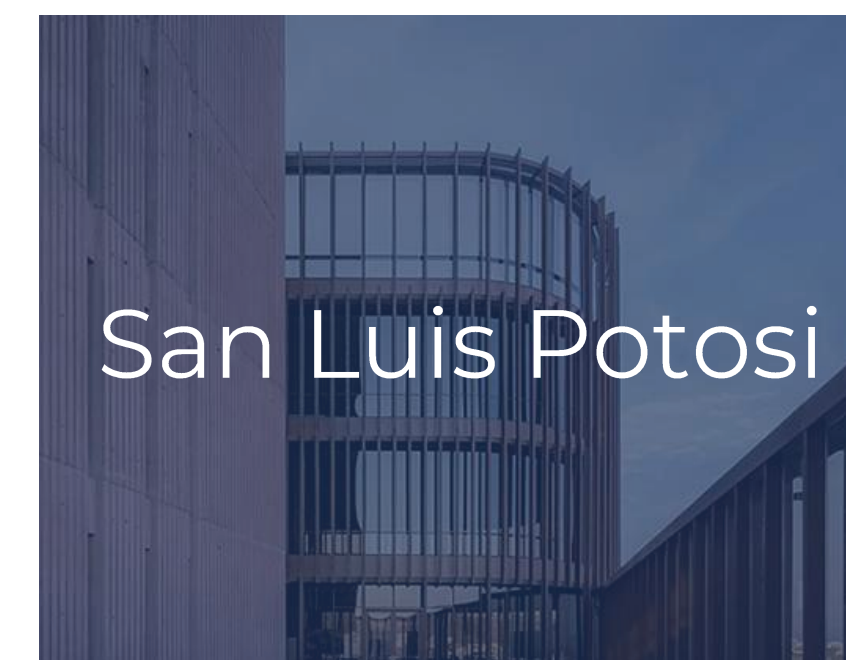
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