

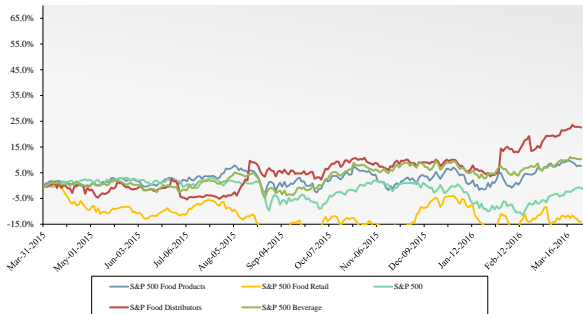
## The Cupboard



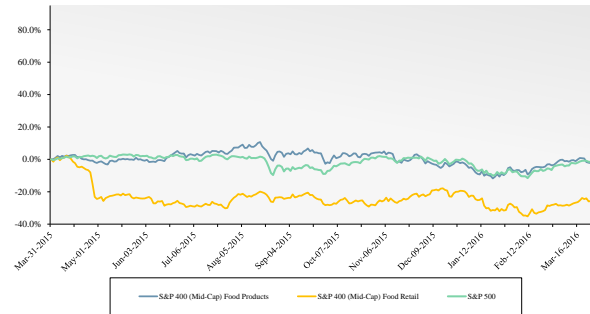
A Food & Beverage Industry Newsletter



### Overall Food & Beverage Industry Performance (shown as % change)



### Mid-Cap Food Industry Performance (Shown as % change)



### Indices Performance (% change)

	March 2016	LTM		March 2016	LTM		March 2016	LTM
S&P 500	4.1%	(1.6%)	S&P 500 Food Products	0.6%	7.6%	S&P 400 Food Products (Mid-Cap)	0.8%	(2.3%)
Dow Jones	4.6%	(1.5%)	S&P 500 Food Retail	(2.4%)	(13.9%)	S&P 400 Food Retail (Mid-Cap)	2.6%	(25.7%)
NASDAQ	3.9%	(2.6%)	S&P 500 Food Distributors	7.1%	22.6%			
			S&P 500 Beverage	1.6%	10.2%			

Source: Capital IQ

### Largest Food Retailers Movers and Losers (largest % changes in the month of March)

The Fresh Market, Inc.	25.3%	Fairway Group Holdings Corp.	(22.9%)
Ingles Markets, Incorporated	6.1%	Whole Foods Market, Inc.	(8.9%)
Sprouts Farmers Market, Inc.	5.5%	Village Super Market Inc.	(4.6%)
Casey's General Stores, Inc.	5.5%	SUPERVALU Inc.	(3.0%)
Weis Markets, Inc.	4.0%	Natural Grocers by Vitamin Cottage, Inc.	(1.8%)

### Largest Food Producers Movers and Losers (largest % changes in the month of March)

Bridgford Foods Corp.	31.6%	Omega Protein Corporation	(22.6%)
Coffee Holding Company, Inc.	22.6%	Lifeway Foods Inc.	(16.7%)
Mead Johnson Nutrition Company	12.8%	S&W Seed Company	(12.8%)
Golden Enterprises Inc.	12.6%	Tofutti Brands Inc.	(12.1%)
Darling Ingredients Inc.	12.0%	Dean Foods Company	(10.8%)

Source: Capital IQ

### Food Industry Contacts

<b>Tom Denison</b> (312) 283-0819 thomas.denison@thechicagocorp.com	<b>Diane Selph</b> (312) 283-0828 diane.selph@thechicagocorp.com	<b>Fred Floberg</b> (312) 283-0802 fred.floberg@thechicagocorp.com
<b>Phil Clarke</b> (312) 283-0803 philip.clarke@thechicagocorp.com	<b>Jeff Schneiders</b> (312) 283-0807 jeff.schneiders@thechicagocorp.com	<b>Stan Cutter</b> (312) 283-0804 stan.cutter@thechicagocorp.com



THE CHICAGO CORPORATION

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### Select Public Trading Statistics

#### Beverage:

(\$ in millions, except per share data)

Company	Share Price 03/31/2016	% of 52 Wk High	Market Capitalization	Enterprise Value	Valuation Multiples			PE Multiples			LTM Operating Margins			Net Debt/EBITDA	
					TEV/Total Revenue	TEV/EBITDA	TEV/EBIT	LTM P/E	CY14 P/E	CY15 P/E	Gross	EBIT	EBITDA		
The Coca-Cola Company	KO	\$46.39	99.0%	\$200,811	\$225,546	5.1x	17.8x	21.0x	27.8x	21.5x	22.6x	60.5%	23.1%	27.6%	2.0x
Anheuser-Busch InBev SA/NV	ENXTB:AB	\$124.52	88.0%	\$200,218	\$248,567	5.4x	14.1x	17.0x	23.9x	21.8x	25.2x	60.7%	31.9%	38.4%	2.5x
PepsiCo, Inc.	PEP	\$102.48	99.1%	\$149,753	\$170,990	2.7x	14.0x	17.0x	27.9x	21.9x	23.1x	55.0%	15.9%	19.4%	1.7x
Diageo plc	LSB:DGE	\$26.52	95.0%	\$66,533	\$81,841	5.5x	16.9x	18.6x	19.2x	20.9x	22.6x	57.6%	27.8%	30.7%	2.9x
Constellation Brands Inc.	STZ	\$151.09	97.1%	\$30,115	\$37,142	5.8x	18.2x	20.3x	29.9x	24.0x	28.1x	46.0%	28.5%	31.9%	NM
Monster Beverage Corporation	MNST	\$133.38	83.1%	\$27,065	\$24,145	8.9x	24.1x	24.8x	47.0x	42.0x	51.8x	60.0%	35.7%	36.8%	NM
Brown-Forman Corporation	BF.B	\$98.47	88.7%	\$20,394	\$21,815	7.0x	19.5x	20.4x	29.7x	30.9x	31.6x	69.6%	34.5%	36.2%	1.3x
Dr Pepper Snapple Group, Inc.	DPS	\$89.42	93.3%	\$16,738	\$19,202	3.1x	12.6x	14.7x	22.5x	18.2x	22.6x	59.3%	20.8%	24.2%	1.6x
The Boston Beer Company, Inc.	SAM	\$185.07	67.6%	\$2,315	\$2,222	2.3x	11.1x	14.2x	25.5x	42.3x	33.4x	52.3%	16.3%	20.8%	NM
National Beverage Corp.	PIZZ	\$42.32	88.1%	\$1,970	\$1,879	2.7x	19.4x	22.1x	35.6x	NM	NM	33.5%	12.3%	14.0%	NM
Mean				\$71,591	\$83,335	4.9x	16.8x	19.0x	28.9x	27.0x	29.0x	55.4%	24.7%	28.0%	2.0x
Median				\$28,590	\$30,644	5.3x	17.3x	19.4x	27.8x	21.9x	25.2x	58.4%	25.5%	29.1%	1.9x
High				\$200,811	\$248,567	8.9x	24.1x	24.8x	47.0x	42.3x	51.8x	69.6%	35.7%	38.4%	2.9x
Low				\$1,970	\$1,879	2.3x	11.1x	14.2x	19.2x	18.2x	22.6x	33.5%	12.3%	14.0%	1.3x

Source: Capital IQ

Total Enterprise Value (TEV) = Market Capitalization + Preferred Equity + Debt + Minority Interest - Cash

LTM = Last Twelve Months

#### Retail & Distribution:

(\$ in millions, except per share data)

Company	Share Price 03/31/2016	% of 52 Wk High	Market Capitalization	Enterprise Value	Valuation Multiples			PE Multiples			LTM Operating Margins			Net Debt/EBITDA	
					TEV/Total Revenue	TEV/EBITDA	TEV/EBIT	LTM P/E	CY14 P/E	CY15 P/E	Gross	EBIT	EBITDA		
The Kroger Co.	KR	\$38.25	89.5%	\$36,815	\$48,622	0.4x	8.4x	13.4x	18.6x	18.7x	21.3x	22.8%	3.3%	5.2%	2.1x
Sysco Corporation	SY	\$46.73	99.6%	\$26,384	\$30,196	0.6x	12.6x	16.5x	36.1x	20.6x	21.4x	17.7%	3.7%	4.9%	1.6x
Whole Foods Market, Inc.	WFM	\$31.11	59.3%	\$10,099	\$10,345	0.7x	7.4x	11.0x	21.1x	28.4x	19.2x	34.9%	6.0%	9.0%	NM
Casey's General Stores, Inc.	CASY	\$113.32	87.5%	\$4,425	\$5,220	0.8x	9.5x	13.6x	20.3x	21.7x	24.2x	34.9%	5.9%	8.5%	1.4x
SUPERVALU Inc.	SUV	\$5.76	48.0%	\$1,532	\$4,120	0.2x	5.1x	7.8x	9.9x	13.9x	12.9x	15.2%	2.9%	4.5%	3.2x
The Fresh Market, Inc.	TFM	\$28.53	68.4%	\$1,341	\$1,313	0.7x	6.9x	10.8x	21.0x	24.3x	16.4x	34.0%	6.6%	10.3%	(0.1x)
Weis Markets, Inc.	WMK	\$45.06	89.3%	\$1,212	\$1,103	0.4x	6.9x	12.1x	20.4x	NM	NM	27.3%	3.2%	5.6%	NM
SpartanNash Company	SPTN	\$30.31	89.4%	\$1,130	\$1,602	0.2x	7.1x	11.4x	18.1x	14.7x	14.5x	14.6%	1.8%	2.9%	2.1x
Ingles Markets, Incorporated	IMKT.A	\$37.50	65.0%	\$760	\$1,676	0.4x	7.1x	12.8x	13.3x	0.0x	0.0x	23.8%	3.5%	6.2%	3.9x
Village Super Market Inc.	VLGE.A	\$24.16	69.9%	\$342	\$307	0.2x	4.6x	7.2x	11.1x	NM	NM	27.3%	2.7%	4.1%	NM
Mean				\$8,404	\$10,450	0.5x	7.6x	11.7x	19.0x	17.8x	16.2x	24.2%	4.0%	6.1%	2.0x
Median				\$1,437	\$2,898	0.4x	7.1x	11.8x	19.4x	19.6x	17.8x	24.0%	3.4%	5.4%	2.1x
High				\$36,815	\$48,622	0.8x	12.6x	16.5x	36.1x	28.4x	24.2x	34.9%	6.6%	10.3%	3.9x
Low				\$342	\$307	0.2x	4.6x	7.2x	9.9x	0.0x	0.0x	14.6%	1.8%	2.9%	(0.1x)

Source: Capital IQ

Total Enterprise Value (TEV) = Market Capitalization + Preferred Equity + Debt + Minority Interest - Cash

LTM = Last Twelve Months



## The Cupboard

A Food & Beverage Industry Newsletter



### Fruits, Vegetables & Nuts:

(\$ in millions, except per share data)

Company	Share Price 03/31/2016	% of 52 Wk High	Market Capitalization	Enterprise Value	Valuation Multiples			PE Multiples			LTM Operating Margins			Net Debt/EBITDA	
					TEV/Total Revenue	TEV/EBITDA	TEV/EBIT	LTM P/E	CY14 P/E	CY15 P/E	Gross	EBIT	EBITDA		
Fresh Del Monte Produce Inc.	FDP	\$42.07	88.6%	\$2,161	\$2,433	0.6x	10.5x	15.3x	36.0x	NM	NM	8.4%	3.9%	5.7%	1.0x
Calavo Growers Inc.	CVGW	\$57.06	91.8%	\$995	\$1,034	1.2x	19.1x	22.5x	35.0x	27.7x	36.7x	10.2%	5.3%	6.3%	0.7x
Seneca Foods Corp.	SENEA	\$34.74	97.1%	\$350	\$681	0.5x	6.6x	8.3x	8.2x	NM	NM	10.1%	6.5%	8.2%	3.2x
Inventure Foods, Inc.	SNAK	\$5.65	45.9%	\$111	\$225	0.8x	22.8x	95.5x	NM	30.0x	NM	13.3%	0.8%	3.5%	11.6x
Mean				\$904	\$1,093	0.8x	14.8x	35.4x	26.4x	28.8x	36.7x	10.5%	4.1%	5.9%	4.1x
Median				\$672	\$858	0.7x	14.8x	18.9x	35.0x	28.8x	36.7x	10.1%	4.6%	6.0%	2.1x
High				\$2,161	\$2,433	1.2x	22.8x	95.5x	36.0x	30.0x	36.7x	13.3%	6.5%	8.2%	11.6x
Low				\$111	\$225	0.5x	6.6x	8.3x	8.2x	27.7x	36.7x	8.4%	0.8%	3.5%	0.7x

Source: Capital IQ

Total Enterprise Value (TEV) = Market Capitalization + Preferred Equity + Debt + Minority Interest - Cash

LTM = Last Twelve Months

### Protein Products:

(\$ in millions, except per share data)

Company	Share Price 03/31/2016	% of 52 Wk High	Market Capitalization	Enterprise Value	Valuation Multiples			PE Multiples			LTM Operating Margins			Net Debt/EBITDA	
					TEV/Total Revenue	TEV/EBITDA	TEV/EBIT	LTM P/E	CY14 P/E	CY15 P/E	Gross	EBIT	EBITDA		
Tyson Foods, Inc.	TSN	\$66.66	97.8%	\$26,034	\$31,565	0.8x	9.4x	11.9x	19.9x	16.4x	16.6x	11.0%	6.7%	8.4%	1.6x
Hormel Foods Corporation	HRL	\$43.24	94.6%	\$22,914	\$22,792	2.5x	17.2x	19.1x	31.3x	23.4x	27.0x	21.0%	12.6%	14.1%	(0.1x)
Pilgrim's Pride Corporation	PPC	\$25.40	92.9%	\$6,472	\$7,050	0.9x	5.8x	6.7x	10.2x	12.4x	8.6x	15.3%	12.8%	14.7%	0.5x
Sanderson Farms, Inc.	SAFM	\$90.18	96.0%	\$2,036	\$1,891	0.7x	5.7x	7.5x	12.7x	7.4x	11.0x	14.6%	9.2%	12.1%	(0.4x)
Bridgford Foods Corp.	BRID	\$12.34	89.2%	\$112	\$99	0.8x	7.1x	NM	6.7x	NM	NM	37.2%	8.9%	11.2%	(0.9x)
Mean				\$11,514	\$12,679	1.1x	9.0x	11.3x	16.1x	14.9x	15.8x	19.8%	10.1%	12.1%	0.1x
Median				\$6,472	\$7,050	0.8x	7.1x	9.7x	12.7x	14.4x	13.8x	15.3%	9.2%	12.1%	(0.1x)
High				\$26,034	\$31,565	2.5x	17.2x	19.1x	31.3x	23.4x	27.0x	37.2%	12.8%	14.7%	1.6x
Low				\$112	\$99	0.7x	5.7x	6.7x	6.7x	7.4x	8.6x	11.0%	6.7%	8.4%	(0.9x)

Source: Capital IQ

Total Enterprise Value (TEV) = Market Capitalization + Preferred Equity + Debt + Minority Interest - Cash

LTM = Last Twelve Months

### Dairy:

(\$ in millions, except per share data)

Company	Share Price 03/31/2016	% of 52 Wk High	Market Capitalization	Enterprise Value	Valuation Multiples			PE Multiples			LTM Operating Margins			Net Debt/EBITDA	
					TEV/Total Revenue	TEV/EBITDA	TEV/EBIT	LTM P/E	CY14 P/E	CY15 P/E	Gross	EBIT	EBITDA		
Danone	BN	\$71.25	92.3%	\$43,495	\$52,736	2.1x	12.1x	15.1x	29.8x	21.3x	22.8x	50.0%	13.2%	16.7%	2.2x
The WhiteWave Foods Company	WWAV	\$40.64	77.4%	\$7,188	\$9,283	2.4x	20.8x	28.4x	43.5x	40.6x	43.0x	34.2%	8.7%	11.8%	4.6x
Dean Foods Company	DF	\$17.32	81.8%	\$1,589	\$2,370	0.3x	5.9x	10.6x	NM	NM	16.5x	24.3%	2.7%	4.9%	2.0x
Lifeway Foods Inc.	LWAY	\$10.83	49.5%	\$175	\$175	1.5x	23.2x	39.7x	89.7x	84.1x	93.3x	28.7%	3.7%	6.4%	(0.1x)
Mean				\$13,112	\$16,141	1.6x	15.5x	23.5x	54.3x	48.7x	43.9x	34.3%	7.1%	9.9%	2.2x
Median				\$4,388	\$5,826	1.8x	16.4x	21.8x	43.5x	40.6x	32.9x	31.5%	6.2%	9.1%	2.1x
High				\$43,495	\$52,736	2.4x	23.2x	39.7x	89.7x	84.1x	93.3x	50.0%	13.2%	16.7%	4.6x
Low				\$175	\$175	0.3x	5.9x	10.6x	29.8x	21.3x	16.5x	24.3%	2.7%	4.9%	(0.1x)

Source: Capital IQ

Total Enterprise Value (TEV) = Market Capitalization + Preferred Equity + Debt + Minority Interest - Cash

LTM = Last Twelve Months



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### Organics & Healthy:

(\$ in millions, except per share data)

Company	Share Price 03/31/2016	% of 52 Wk High	Market Capitalization	Enterprise Value	Valuation Multiples			PE Multiples			LTM Operating Margins			Net Debt/EBITDA	
					TEV/Total Revenue	TEV/EBITDA	TEV/EBIT	LTM P/E	CY14 P/E	CY15 P/E	Gross	EBIT	EBITDA		
The WhiteWave Foods Company	WWAV	\$40.64	77.4%	\$7,188	\$9,283	2.4x	20.8x	28.4x	43.5x	40.6x	43.0x	34.2%	8.7%	11.8%	4.6x
The Hain Celestial Group, Inc.	HAIN	\$40.91	57.9%	\$4,218	\$5,023	1.8x	14.0x	16.8x	22.1x	34.0x	30.1x	23.4%	10.7%	12.8%	2.2x
Amplify Snack Brands, Inc.	BETR	\$14.32	83.3%	\$1,000	\$1,183	6.4x	19.3x	20.9x	108.3x	NM	38.7x	56.0%	30.8%	33.3%	3.0x
Mean				\$4,135	\$5,163	3.5x	18.1x	22.0x	58.0x	37.3x	37.3x	37.9%	16.7%	19.3%	3.3x
Median				\$4,218	\$5,023	2.4x	19.3x	20.9x	43.5x	37.3x	38.7x	34.2%	10.7%	12.8%	3.0x
High				\$7,188	\$9,283	6.4x	20.8x	28.4x	108.3x	40.6x	43.0x	56.0%	30.8%	33.3%	4.6x
Low				\$1,000	\$1,183	1.8x	14.0x	16.8x	22.1x	34.0x	30.1x	23.4%	8.7%	11.8%	2.2x

Source: Capital IQ

Total Enterprise Value (TEV) = Market Capitalization + Preferred Equity + Debt + Minority Interest - Cash

LTM = Last Twelve Months

### Food Conglomerates:

(\$ in millions, except per share data)

Company	Share Price 03/31/2016	% of 52 Wk High	Market Capitalization	Enterprise Value	Valuation Multiples			PE Multiples			LTM Operating Margins			Net Debt/EBITDA	
					TEV/Total Revenue	TEV/EBITDA	TEV/EBIT	LTM P/E	CY14 P/E	CY15 P/E	Gross	EBIT	EBITDA		
Nestlé S.A.	NESN	\$75.30	93.3%	\$232,251	\$250,915	2.7x	13.4x	16.2x	24.9x	21.0x	23.2x	49.8%	15.5%	19.0%	1.0x
Mondelez International, Inc.	MDLZ	\$40.12	82.6%	\$62,472	\$76,118	2.6x	16.3x	20.2x	9.0x	23.6x	28.2x	38.8%	12.7%	15.7%	2.9x
General Mills, Inc.	GIS	\$63.35	99.4%	\$37,655	\$46,842	2.8x	13.3x	15.5x	25.9x	19.5x	18.9x	36.0%	17.4%	20.4%	2.3x
Kellogg Company	K	\$76.55	99.4%	\$26,964	\$34,482	2.5x	17.1x	23.2x	44.5x	16.1x	20.0x	36.5%	11.0%	14.9%	3.7x
Campbell Soup Company	CPB	\$63.79	98.4%	\$19,720	\$23,282	2.9x	14.3x	17.6x	29.3x	16.5x	18.0x	35.5%	16.5%	20.3%	2.2x
ConAgra Foods, Inc.	CAG	\$44.62	98.1%	\$19,371	\$27,295	1.7x	11.4x	14.8x	NM	15.8x	20.3x	22.7%	9.7%	13.2%	2.4x
The J. M. Smucker Company	SIM	\$129.84	99.4%	\$15,539	\$20,683	2.8x	13.4x	18.1x	37.3x	18.6x	23.2x	37.2%	15.3%	20.7%	3.3x
Trehouse Foods, Inc.	THIS	\$86.75	96.1%	\$4,893	\$6,086	1.9x	16.1x	23.8x	33.0x	23.9x	30.7x	20.2%	8.0%	11.8%	3.2x
Post Holdings, Inc.	POST	\$68.77	94.7%	\$4,408	\$8,277	1.7x	11.9x	20.1x	NM	(91.8x)	51.2x	26.7%	8.5%	14.4%	5.6x
Lancaster Colony Corporation	LANC	\$110.57	92.3%	\$3,027	\$2,940	2.5x	15.7x	17.9x	28.1x	0.0x	28.0x	23.6%	14.1%	16.2%	(0.5x)
Snyder's-Lance, Inc.	SNL	\$31.48	80.5%	\$3,005	\$3,374	2.0x	18.2x	29.4x	44.3x	26.9x	40.3x	35.0%	6.9%	11.2%	1.9x
B&G Foods Inc.	BGS	\$34.81	86.0%	\$2,181	\$3,935	4.1x	18.2x	21.0x	28.5x	20.4x	24.5x	30.6%	19.4%	22.3%	8.1x
J&J Snack Foods Corp.	JJSF	\$108.28	86.2%	\$2,023	\$1,913	1.9x	12.7x	17.0x	28.6x	29.8x	28.6x	30.8%	11.4%	15.3%	(0.7x)
Mean				\$33,347	\$38,934	2.5x	14.8x	19.6x	30.3x	18.8x	27.3x	32.6%	12.8%	16.6%	2.7x
Median				\$15,539	\$20,683	2.5x	14.3x	18.1x	28.6x	19.5x	24.5x	35.0%	12.7%	15.7%	2.4x
High				\$232,251	\$250,915	4.1x	18.2x	29.4x	44.5x	29.8x	51.2x	49.8%	19.4%	22.3%	8.1x
Low				\$2,023	\$1,913	1.7x	11.4x	14.8x	9.0x	-91.8x	18.0x	20.2%	6.9%	11.2%	(0.7x)

Source: Capital IQ

Total Enterprise Value (TEV) = Market Capitalization + Preferred Equity + Debt + Minority Interest - Cash

LTM = Last Twelve Months

## Valuation Summary

### Public Company Trading Metrics (LTM)

Industry	TEV/Revenue	TEV/EBITDA
Beverage	5.3x	17.3x
Retail & Distribution	0.4x	7.1x
Fruits, Vegetables & Nuts	0.7x	14.8x
Protein Products	0.8x	7.1x
Dairy	1.8x	16.4x
Organics & Healthy	2.4x	19.3x
Food Conglomerates	2.5x	14.3x
<b>Mean</b>	<b>2.0x</b>	<b>13.8x</b>
<b>Median</b>	<b>1.8x</b>	<b>14.8x</b>

Note: Multiples represent median values

Source: Capital IQ



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### Commodity Score Card

Commodity	Units	3/31/2016	1 month prior	6 months prior	1 year prior
Corn	\$ per bu.	\$3.61	\$3.55	\$3.87	\$3.86
Coffee	\$ per lb.	\$1.20	\$1.15	\$1.21	\$1.41
Cocoa	\$ per lb.	\$1.30	\$1.33	\$1.41	\$1.26
Wheat	\$ per bu.	\$4.57	\$4.46	\$5.12	\$5.36
Live Cattle	\$ per lb.	\$1.22	\$1.37	\$1.31	\$1.53

Source: Capital IQ

## Select M&A and Capital Raising News, March 2016

### ❖ Arbor Acquires Frozen Cookie Maker

March 2, 2016 – Arbor Investments, whose portfolio of companies includes Mister Cookie Face, New French Bakery and DPI Specialty Foods, Inc., is continuing the build-out of its baking platform with the acquisition of Irvine, California-based South Coast Baking, LLC. Financial terms of the transaction were not disclosed. Founded in 2011 by baking industry veteran Kent Hayden, South Coast is a frozen cookie dough manufacturer that operates out of two manufacturing facilities strategically located in Irvine and Springdale, Arkansas. The company offers three lines of cookies, Big Kahuna, Beachcomber and Walea, that are supplied to club stores, grocery retailers, food service distributors and quick-service restaurants.

### ❖ Keurig Takeover Completed

March 3, 2016 – JAB Holding Co. has completed its acquisition of Keurig Green Mountain, Inc. Under the terms of the transaction, which was announced this past December, Keurig Green Mountain stockholders will receive \$92 per-share in cash. The purchase price equates to a total equity value of approximately \$13.9 billion (3.2x revenue), which represents a premium of approximately 77.9% over the company's closing stock price on December 4, 2015. The acquisition was approved by Keurig Green Mountain shareholders on February 24. As of March 3, the company's common stock has ceased trading on the NASDAQ Global Select Market. Keurig Green Mountain will continue to be operated independently by the company's management team and employees and its headquarters will remain in Waterbury, Vermont.

### ❖ Oregon Cherry Growers Buys Bell Foods' Cherry Operations

March 7, 2016 – Oregon Cherry Growers, Inc., a grower-owned cooperative made up of nearly 60 family farmers located in the Willamette Valley and along the Columbia River Gorge in Oregon, has acquired Gervais, Oregon-based Bell Foods International's cherry operations. Financial terms of the transaction were not disclosed.

### ❖ Jack Link's Buys Snacks Division of Grass-Fed Beef Company

March 11, 2016 – Jack Link's Protein Snacks has acquired the meat snacks division of Grass Run Farms, a collaboration of family farms dedicated to producing 100% grass-fed beef snacks and fresh meat products. Minong, Wisconsin-based Jack Link's gained trademark and distribution rights to the Grass Run Farms beef snacks, which are sold at select retailers, online and on Amazon. The meat snacks include three flavors of beef jerky, beef sticks, beef bites and summer sausage. The products are gluten-free and contain no added monosodium glutamate (MSG) and no added nitrates/nitrites.

### ❖ Apollo to Acquire The Fresh Market for \$1.36 Billion

March 14, 2016 – Apollo Global Management, LLC has agreed to acquire The Fresh Market, Inc. for approximately \$1.36 billion (0.8x revenue). Based in Greensboro, North Carolina, The Fresh Market is a growing specialty grocery retailer with 186 stores in 27 states across the United States. The company had net income of \$63 million and sales of \$1.75 billion in fiscal 2014. The \$28.50 per share all-cash offer by the Apollo Funds represents a premium of approximately 24% over The Fresh Market's closing share price on March 11.

### ❖ Private Equity Firm Buys Better-For-You Snack Maker

March 21, 2016 – Clearlake Capital Group, L.P. has acquired That's How We Roll, LLC, which offers better-for-you snacks under such brands as Mrs. Thinsters and Dippin' Chips. Financial terms of the transaction were not disclosed. The acquisition was part of the private investment group's recently announced Better-For-You Holdings platform. Aldo Zuppichini, founder and CEO of That's How We Roll, will retain a significant equity stake in the company. An industry veteran, Mr. Zuppichini helped launch such brands as Pretzel Crisps and New York Style Bagel Chips. That's How We Roll will remain based in Fairfield, New Jersey, under the leadership of Mr. Zuppichini and his management team. With distribution in more than 10,000 retail outlets within grocery, club and mass channels, That's How We Roll products are made without bioengineered ingredients. Mrs. Thinsters are reduced-calorie, crispy cookies in such flavors as cake batter, chocolate chip, brownie batter, waffle crisps, pumpkin spice and toasted coconut. Dippin' Chips are gluten-free, dip-able tortilla chips in varieties that include vegetable, fiesta bean, super grain, original sea salt and blue corn.

### ❖ Pulmuone Foods to Acquire Top Tofu Brand

March 25, 2016 – Pulmuone Foods Co., Ltd. has signed an asset purchase agreement to acquire substantially all of the commercial assets and operations of Vitasoy USA Inc., an Ayer, Massachusetts-based soy foods company. The transaction includes Nasoya, America's leading tofu brand. Financial terms were not disclosed. Established in 1991, Fullerton-based Pulmuone Foods USA is a wholly owned affiliate of Pulmuone Foods Co., Ltd., a Korean holding company with more than \$1.5 billion in annual sales. The company's U.S. portfolio includes the Monterey Gourmet Foods brand of pastas and sauces and the Wildwood brand of meat alternatives, salsas, hummus and dairy alternatives. The acquisition of Vitasoy USA is expected to strengthen Pulmuone's global leadership in the tofu market.



## The Cupboard

A Food & Beverage  
Industry Newsletter



### Industry News, March 2016

- ❖ **Popeyes Picks Senior Vice President of Development**  
 March 2, 2016 – Steven Fricker has been named senior vice-president of development for Popeyes Louisiana Kitchen. Mr. Fricker is an industry expert with more than 35 years of experience as a senior corporate executive and a former franchisee of several national restaurant brands. His new responsibilities will include new unit development, franchise sale and development, architecture and design and new construction and restaurant opening processes. He will also be responsible for seeking and overseeing new franchise and company opportunities in strategic markets. Previously, Mr. Fricker served as the head of a franchise organization and helped develop Panera Bread, Outback Steakhouse, Corner Bakery and IHOP.
- ❖ **Industry Veteran to Lead Operations at MusclePharm**  
 March 3, 2016 – Jon Heussner has been named vice-president of operations at MusclePharm Corp., a sports nutrition company. Mr. Heussner brings to MusclePharm more than 30 years of experience in business-to-business and business-to-consumer operations, with expertise in operations management, engineering, contract manufacturing, new product commercialization and project management. He has held senior management positions at the Hain Celestial Group, ConAgra Foods, Tyson Foods and Gilroy Foods & Flavors.
- ❖ **Mark Smucker to Lead J.M. Smucker**  
 March 3, 2016 – Mark T. Smucker will become president and CEO of the J.M. Smucker Co. on May 1. Mr. Smucker is currently president of consumer and natural foods for the company. He succeeds Richard K. Smucker, who will become executive chairman of the board as Timothy P. Smucker transitions from that role to chairman emeritus and will remain on the company's board of directors as a non-employee director.
- ❖ **Darden CFO Steps Down**  
 March 9, 2016 – Darden Restaurants, Inc. has announced several changes within its leadership team. Ricardo Cardenas has been named senior vice-president and CFO. He replaces Jeffrey Davis, who has left the company to pursue other opportunities. Mr. Cardenas most recently was chief strategy officer for Darden and has held multiple finance roles, including senior vice-president of finance, strategy and technology, senior vice-president of finance and controller for LongHorn Steakhouse and vice-president of finance and assistant controller for Olive Garden. In addition to retaining his current strategic responsibilities, Mr. Cardenas will oversee the financial functions of the company, including finance and accounting, corporate reporting, corporate tax, internal audit, treasury and investor relations.
- ❖ **Yum! Taking Taco Bell to China**  
 March 16, 2016 – Yum! Brands, Inc. plans to open its first Taco Bell restaurant in Shanghai, China, at the end of the year. This expansion will not affect the company's plans to spin off its China business around the same time. The company already operates about 7,000 KFC and Pizza Hut chains in China. After the company spins off its China business, Yum! China will become a franchisee of Yum! Brands in mainland China. The Shanghai-based business will have exclusive rights to KFC, Pizza Hut and Taco Bell.
- ❖ **Adcock Steps Up at Kroger**  
 March 16, 2016 – The Kroger Co. has promoted Mary Ellen Adcock to the position of group vice-president of retail operations, effective May 16. Ms. Adcock currently serves as vice-president of operations for Kroger's Columbus division. Ms. Adcock joined the company's Country Oven Bakery division in Bowling Green, Kentucky, in 1999. She held various leadership positions in Kroger Manufacturing, including vice-president of deli/bakery manufacturing in Kroger's general office in 2009. In 2014, Ms. Adcock was named vice-president of merchandising for Kroger's Columbus division.
- ❖ **Keurig Snags Pinnacle CEO**  
 March 23, 2016 – Robert J. Gamgort has been named CEO of Keurig Green Mountain, Inc., a subsidiary of JAB Holding Co., effective May 2. He will replace Brian Kelley, who will become vice-chairman of the board. Mr. Gamgort is currently the CEO of Pinnacle Foods, Inc., a position he plans to abdicate at the end of April. Mr. Gamgort joined Pinnacle in 2009, and in his seven years as CEO he increased the value of the company over five times. Before Pinnacle, Mr. Gamgort was the North American president for Mars, Inc., which he joined in 1998 as vice-president of marketing for M&M and then became general manager of its chocolate unit. Prior to Mars, Mr. Gamgort held marketing, sales, corporate strategy and general management roles at Kraft Foods.
- ❖ **McDonald's Planning Asian Invasion**  
 March 31, 2016 – McDonald's Corp. plans to expand its footprint in Asia with the opening of 1,500 more restaurants in China, Hong Kong and Korea over the next five years. The fast-food company, which currently operates more than 2,800 locations in those markets, is seeking strategic partners in key markets throughout Asia who would enhance McDonald's competitive advantages and resources with local insights and expertise.  
  
 China, Hong Kong and Korea are included within McDonald's High-Growth Markets segment, which includes countries with higher potential for restaurant expansion and franchising. Consistent with its long-term goal of being 95% franchised, McDonald's also is seeking to identify strategic partners in Taiwan and Japan to unlock further growth opportunity in Asian markets.

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Sources include foodbusinessnews.net, Capital IQ and various publicly available news publications.

Additional information is available upon request.

