

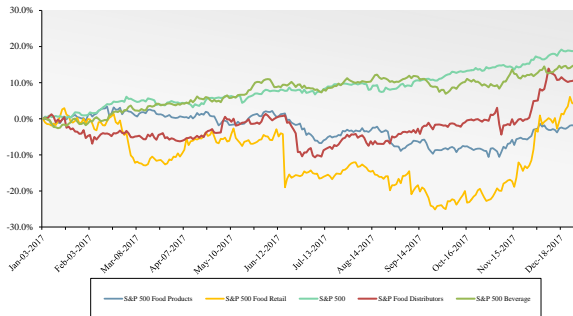
The Cupboard



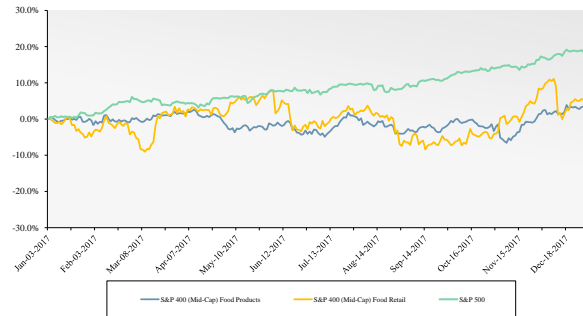
A Food & Beverage Industry Newsletter



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



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



Indices Performance (% change)

	December 2017	LTM		December 2017	LTM		December 2017	LTM
S&P 500	1.2%	18.4%	S&P 500 Food Products	0.2%	(2.7%)	S&P 400 Food Products (Mid-Cap)	2.0%	3.4%
Dow Jones	2.3%	24.3%	S&P 500 Food Retail	6.0%	3.1%	S&P 400 Food Retail (Mid-Cap)	(3.1%)	5.1%
NASDAQ	0.5%	27.2%	S&P 500 Food Distributors	5.5%	10.4%			
			S&P 500 Beverage	2.8%	15.1%			

Source: Capital IQ

Largest Beverages Movers and Losers (largest % changes in the month of December)

Brown-Forman Corporation	17.8%	Craft Brew Alliance, Inc.	(6.1%)
Castle Brands Inc.	13.8%	The Coca-Cola Company	(2.6%)
The Boston Beer Company, Inc.	11.0%	Crystal Rock Holdings, Inc.	(2.5%)
Dr Pepper Snapple Group, Inc.	10.0%	Primo Water Corporation	(2.1%)
Monster Beverage Corporation	9.0%	Celsius Holdings, Inc.	(1.5%)

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

The Hain Celestial Group, Inc.	17.1%	Coffee Holdings Co., Inc.	(7.6%)
Dean Foods Company	16.9%	Bridgford Foods Corporation	(1.5%)
Hormel Foods Corporation	15.8%	Rocky Mountain Chocolate Factory, Inc.	(1.5%)
The J. M. Smucker Company	14.7%	Limoneira Company	(0.8%)
J&J Snack Foods Corp.	14.6%	Lifeway Foods, Inc.	(0.3%)

Source: Capital IQ

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Select Public Trading Statistics

Beverage:

(\$ in millions, except per share data)

Company	Share Price 12/31/2017	% 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	CY15 P/E	CY16 P/E	Gross	EBIT	EBITDA		
Anheuser-Busch InBev SA/NV	ENX:BRAB	\$111.77	84.6%	\$216,137	\$338,206	5.9x	16.4x	19.6x	NM	25.2x	35.6x	61.4%	29.9%	35.9%	5.4x
The Coca-Cola Company	KO	\$45.88	96.6%	\$195,479	\$217,322	5.8x	18.1x	20.5x	44.2x	22.6x	23.8x	61.5%	25.6%	29.3%	2.0x
PepsiCo, Inc.	PEP	\$119.92	99.5%	\$170,543	\$191,995	3.0x	15.2x	18.3x	24.8x	23.1x	24.3x	54.9%	16.4%	19.8%	1.7x
Diageo plc	LSE:DEGE	\$36.77	99.9%	\$91,330	\$104,452	6.4x	18.5x	19.9x	25.3x	22.6x	NM	61.2%	29.7%	32.2%	2.1x
Constellation Brands, Inc.	STZ	\$228.57	99.6%	\$44,684	\$53,523	7.2x	19.6x	21.7x	26.3x	28.1x	NM	50.6%	32.7%	36.3%	NM
Monster Beverage Corporation	MINST	\$63.29	97.7%	\$35,693	\$34,597	10.4x	26.3x	27.2x	46.2x	51.8x	42.9x	64.4%	38.4%	39.8%	NM
Brown-Forman Corporation	BF.b	\$68.67	99.3%	\$26,151	\$28,143	9.0x	24.6x	26.0x	35.8x	NM	NM	67.5%	34.4%	36.4%	1.7x
Dr Pepper Snapple Group, Inc.	DPS	\$97.06	97.6%	\$17,523	\$21,941	3.3x	14.0x	16.2x	24.3x	22.6x	21.0x	59.9%	20.5%	23.7%	2.8x
National Beverage Corp.	FIZZ	\$97.44	75.1%	\$4,541	\$4,407	4.8x	21.7x	23.2x	36.3x	NM	29.6x	39.8%	20.8%	22.3%	NM
The Boston Beer Company, Inc.	SAM	\$191.10	97.0%	\$2,223	\$2,153	2.5x	11.5x	15.8x	26.2x	33.4x	24.5x	51.3%	15.6%	21.3%	NM
Mean				\$80,431	\$99,614	5.8x	18.6x	20.9x	32.2x	28.7x	28.8x	57.2%	26.4%	29.7%	2.6x
Median				\$40,189	\$44,060	5.9x	18.3x	20.2x	26.3x	24.2x	24.5x	60.5%	27.6%	30.8%	2.0x
High				\$216,137	\$338,206	10.4x	26.3x	27.2x	46.2x	51.8x	42.9x	67.5%	38.4%	39.8%	5.4x
Low				\$2,223	\$2,153	2.5x	11.5x	15.8x	24.3x	22.6x	21.0x	39.8%	15.6%	19.8%	1.7x

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 12/31/2017	% 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	CY15 P/E	CY16 P/E	Gross	EBIT	EBITDA		
Sysco Corporation	SY	\$60.73	96.7%	\$31,644	\$39,805	0.7x	13.1x	17.5x	27.8x	NM	NM	19.0%	4.1%	5.4%	2.7x
The Kroger Co.	KR	\$27.45	78.5%	\$24,193	\$38,664	0.3x	6.9x	12.4x	16.3x	21.3x	17.0x	22.7%	2.6%	4.7%	2.6x
Casey's General Stores, Inc.	CASY	\$111.94	89.3%	\$4,203	\$5,233	0.8x	10.4x	17.8x	27.5x	NM	NM	24.9%	4.2%	7.2%	2.0x
Weis Markets, Inc.	WMK	\$41.39	60.1%	\$1,113	\$1,081	0.3x	6.5x	13.2x	14.7x	NM	NM	27.1%	2.3%	4.7%	NM
SpartanNash Company	SPTN	\$26.68	66.1%	\$986	\$1,444	0.2x	7.2x	11.5x	NM	14.5x	16.1x	14.3%	1.8%	2.8%	2.9x
SUPERVALU Inc.	SVU	\$21.60	62.1%	\$830	\$2,436	0.2x	5.0x	8.8x	NM	12.9x	NM	13.5%	2.0%	3.5%	3.3x
Ingles Markets, Incorporated	IMKT.A	\$34.60	68.9%	\$701	\$1,555	0.4x	6.6x	12.3x	13.0x	NM	0.0x	24.1%	3.2%	5.9%	3.6x
Village Super Market, Inc.	VLGE.A	\$22.93	72.4%	\$330	\$299	0.2x	4.7x	7.7x	15.1x	NM	NM	27.2%	2.4%	4.0%	NM
Mean				\$8,000	\$11,340	0.4x	7.5x	12.6x	19.1x	16.2x	11.0x	21.6%	2.8%	4.8%	2.9x
Median				\$1,050	\$2,040	0.3x	6.7x	12.4x	15.7x	14.5x	16.1x	23.4%	2.5%	4.7%	2.8x
High				\$31,644	\$39,805	0.8x	13.1x	17.8x	27.8x	21.3x	17.0x	27.2%	4.2%	7.2%	3.6x
Low				\$330	\$299	0.2x	4.7x	7.7x	13.0x	12.9x	0.0x	13.5%	1.8%	2.8%	2.0x

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 12/31/2017	% 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	CY15 P/E	CY16 P/E	Gross	EBIT	EBITDA		
Fresh Del Monte Produce Inc.	FDP	\$47.67	75.9%	\$2,371	\$2,646	0.6x	11.0x	16.7x	17.6x	0.0x	15.9x	8.2%	3.9%	5.9%	1.0x
Calavo Growers, Inc.	CVGW	\$84.40	99.4%	\$1,480	\$1,495	1.4x	21.2x	25.0x	39.6x	NM	NM	10.6%	5.5%	6.5%	0.2x
Seneca Foods Corporation	SENEA	\$30.75	74.1%	\$306	\$734	0.6x	16.1x	42.0x	66.7x	NM	NM	7.2%	1.3%	3.5%	9.5x
Mean				\$1,386	\$1,625	0.9x	16.1x	27.9x	41.3x	0.0x	15.9x	8.7%	3.6%	5.3%	3.6x
Median				\$1,480	\$1,495	0.6x	16.1x	25.0x	39.6x	0.0x	15.9x	8.2%	3.9%	5.9%	1.0x
High				\$2,371	\$2,646	1.4x	21.2x	42.0x	66.7x	0.0x	15.9x	10.6%	5.5%	6.5%	9.5x
Low				\$306	\$734	0.6x	11.0x	16.7x	17.6x	0.0x	15.9x	7.2%	1.3%	3.5%	0.2x

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 12/31/2017	% 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	CY15 P/E	CY16 P/E	Gross	EBIT	EBITDA		
Tyson Foods, Inc.	TSN	\$81.07	95.8%	\$30,400	\$40,300	1.1x	10.2x	12.4x	16.9x	16.6x	NM	13.6%	8.4%	10.3%	2.5x
Hormel Foods Corporation	HRL	\$36.39	95.8%	\$19,275	\$19,085	2.1x	13.5x	14.9x	23.2x	NM	NM	21.9%	13.5%	15.0%	(0.1x)
Pilgrim's Pride Corporation	PPC	\$31.06	80.9%	\$7,726	\$9,945	1.2x	8.2x	9.9x	12.3x	8.6x	13.1x	14.8%	11.9%	14.4%	1.8x
Sanderson Farms, Inc.	SAFM	\$138.78	78.7%	\$3,168	\$2,748	0.8x	5.2x	6.5x	11.3x	11.0x	NM	19.2%	12.7%	15.7%	(0.8x)
Bridgford Foods Corporation	BRID	\$12.55	69.7%	\$114	\$103	0.7x	7.4x	9.5x	13.5x	NM	NM	37.6%	7.5%	9.6%	(0.7x)
Mean				\$12,137	\$14,436	1.2x	8.9x	10.6x	15.4x	12.0x	13.1x	21.4%	10.8%	13.0%	0.5x
Median				\$7,726	\$9,945	1.1x	8.2x	9.9x	13.5x	11.0x	13.1x	19.2%	11.9%	14.4%	(0.1x)
High				\$30,400	\$40,300	2.1x	13.5x	14.9x	23.2x	16.6x	13.1x	37.6%	13.5%	15.7%	2.5x
Low				\$114	\$103	0.7x	5.2x	6.5x	11.3x	8.6x	13.1x	13.6%	7.5%	9.6%	(0.8x)

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 12/31/2017	% 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	CY15 P/E	CY16 P/E	Gross	EBIT	EBITDA		
Danone	BN	\$83.95	97.0%	\$52,573	\$74,575	2.7x	15.0x	18.5x	23.9x	22.8x	22.7x	50.2%	14.3%	17.7%	4.5x
Dean Foods Company	DF	\$11.56	51.8%	\$1,053	\$1,975	0.3x	5.7x	11.7x	33.9x	16.5x	12.4x	23.8%	2.1%	4.4%	2.7x
Lifeway Foods, Inc.	LWAY	\$8.00	66.2%	\$128	\$127	1.0x	18.4x	32.6x	68.5x	93.3x	58.4x	29.7%	3.2%	5.6%	(0.1x)
Mean				\$17,918	\$25,559	1.3x	13.1x	20.9x	42.1x	44.2x	31.2x	34.6%	6.6%	9.2%	2.4x
Median				\$1,053	\$1,975	1.0x	15.0x	18.5x	33.9x	22.8x	22.7x	29.7%	3.2%	5.6%	2.7x
High				\$52,573	\$74,575	2.7x	18.4x	32.6x	68.5x	93.3x	58.4x	50.2%	14.3%	17.7%	4.5x
Low				\$128	\$127	0.3x	5.7x	11.7x	33.9x	16.5x	12.4x	23.8%	2.1%	4.4%	-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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A Food & Beverage Industry Newsletter



Organics & Healthy:

(\$ in millions, except per share data)

Company	Share Price 12/31/2017	% 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	CY15 P/E	CY16 P/E	Gross	EBIT	EBITDA		
The Hain Celestial Group, Inc.	HAIN	\$42.39	92.9%	\$4,400	\$5,038	1.7x	18.2x	24.3x	55.9x	NM	27.0x	19.6%	7.2%	9.6%	2.3x
Amplify Snack Brands, Inc.	BETR	\$12.01	98.8%	\$903	\$1,485	4.0x	18.0x	21.8x	86.8x	38.7x	26.3x	39.6%	18.3%	22.2%	7.1x
Mean				\$2,651	\$3,261	2.9x	18.1x	23.1x	71.4x	38.7x	36.6x	29.6%	12.8%	15.9%	4.3x
Median				\$2,651	\$3,261	2.9x	18.1x	23.1x	71.4x	38.7x	36.6x	29.6%	12.8%	15.9%	4.3x
High				\$4,400	\$5,038	4.0x	18.2x	24.3x	86.8x	38.7x	27.0x	39.6%	18.3%	22.2%	7.1x
Low				\$903	\$1,485	1.7x	18.0x	21.8x	55.9x	38.7x	26.3x	19.6%	7.2%	9.6%	2.3x

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 12/31/2017	% 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	CY15 P/E	CY16 P/E	Gross	EBIT	EBITDA		
Nestlé S.A.	NESN	\$85.99	97.0%	\$266,439	\$288,133	3.1x	15.5x	18.6x	28.0x	23.2x	23.7x	50.5%	15.8%	19.2%	1.2x
Mondelez International, Inc.	MDLZ	\$42.80	90.6%	\$63,960	\$82,200	3.2x	16.9x	20.3x	29.9x	28.2x	25.3x	38.9%	14.5%	17.7%	4.0x
General Mills, Inc.	GIS	\$59.29	93.0%	\$33,739	\$43,656	2.8x	13.2x	15.9x	21.7x	18.9x	21.4x	34.9%	17.1%	20.8%	2.7x
Kellogg Company	K	\$67.98	88.6%	\$23,485	\$31,475	2.5x	13.7x	17.7x	30.4x	20.0x	21.8x	37.0%	13.8%	17.9%	3.5x
Conagra Brands, Inc.	CAG	\$37.67	90.4%	\$15,388	\$18,832	2.4x	10.8x	12.6x	22.5x	20.3x	NM	30.0%	17.9%	21.2%	2.1x
Campbell Soup Company	CPB	\$48.11	74.9%	\$14,462	\$17,765	2.3x	9.0x	10.8x	16.9x	18.0x	NM	38.2%	20.9%	25.0%	1.7x
The J. M. Smucker Company	SIM	\$124.24	86.5%	\$14,113	\$19,187	2.6x	11.9x	16.0x	25.1x	23.2x	NM	38.0%	16.4%	22.0%	3.1x
Post Holdings, Inc.	POST	\$79.23	89.0%	\$5,247	\$11,118	2.1x	11.8x	17.9x	NM	51.2x	NM	30.1%	11.9%	18.1%	6.2x
Snyder's-Lance, Inc.	LNCE	\$50.08	98.8%	\$4,870	\$5,987	2.7x	21.3x	32.7x	NM	40.3x	31.0x	36.8%	8.2%	12.6%	3.9x
Lancaster Colony Corporation	LANC	\$129.21	86.5%	\$3,546	\$3,389	2.8x	15.9x	18.1x	31.9x	28.0x	28.1x	25.9%	15.5%	17.6%	(0.7)
J&J Snack Foods Corp.	JJSF	\$151.83	96.5%	\$2,834	\$2,685	2.5x	16.8x	22.7x	36.1x	28.6x	NM	30.5%	10.9%	14.8%	(0.9)
Trehouse Foods, Inc.	THIS	\$49.46	54.7%	\$2,830	\$5,368	0.8x	8.4x	14.7x	NM	30.7x	29.9x	18.6%	5.7%	10.0%	4.0x
B&G Foods, Inc.	BGS	\$35.15	73.6%	\$2,337	\$4,168	2.6x	12.8x	14.9x	23.2x	24.5x	22.3x	29.5%	17.4%	20.3%	5.6x
Mean				\$34,865	\$41,074	2.5x	13.7x	17.9x	26.6x	27.3x	25.4x	33.8%	14.3%	18.2%	2.8x
Median				\$14,113	\$17,765	2.6x	13.2x	17.7x	26.6x	24.5x	24.5x	34.9%	15.5%	18.1%	3.1x
High				\$266,439	\$288,133	3.2x	21.3x	32.7x	36.1x	51.2x	31.0x	50.5%	20.9%	25.0%	6.2x
Low				\$2,337	\$2,685	0.8x	8.4x	10.8x	16.9x	18.0x	21.4x	18.6%	5.7%	10.0%	(0.9)

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	5.9x	18.3x
Retail & Distribution	0.3x	6.7x
Fruits, Vegetables & Nuts	0.6x	13.6x
Protein Products	1.1x	8.2x
Dairy	1.0x	15.0x
Organics & Healthy	1.7x	18.0x
Food Conglomerates	2.6x	13.2x
Mean	1.9x	13.3x
Median	1.1x	13.6x

Note: Multiples represent median values

Source: Capital IQ



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Industry Newsletter



Commodity Score Card

Commodity	Units	12/31/2017	1 month prior	6 months prior	1 year prior
Corn	\$ per bu.	\$3.51	\$3.56	\$3.81	\$3.52
Coffee	\$ per lb.	\$1.26	\$1.29	\$1.26	\$1.37
Cocoa	\$ per lb.	\$0.86	\$0.93	\$0.88	\$0.96
Wheat	\$ per bu.	\$4.27	\$4.33	\$5.26	\$4.08
Live Cattle	\$ per lb.	\$1.22	\$1.25	\$1.16	\$1.16

Source: Capital IQ

Select M&A and Capital Raising News, December 2017

❖ Post's \$1 Billion Debt Offering Rated B3 by Moody's

December 1, 2017 – A B3 credit rating has been assigned by Moody's Investors Service to a proposed \$1 billion in debt to be issued by Post Holdings, Inc. Net proceeds from the offering of 10-year senior unsecured notes will be used to redeem \$640 million of existing debt due in 2022 and to fund part of a pending acquisition of Bob Evans Farms, Inc. for \$1.6 billion. Two months earlier, Post closed on its acquisition of United Kingdom-based Weetabix for \$1.8 billion. Moody's said its rating is premised on an anticipated debt-to-EBITDA ratio of about 6.5 times. Going forward, debt should be reduced by "at least a half-turn per year" with earnings growth and voluntary repayments against a \$2 billion senior secured loan due in 2024, Moody's said.

❖ Nestle to Buy Maker of Nutritional Health Products

December 6, 2017 – Nestle S.A. has agreed to acquire privately held Atrium Innovations, a global leader in nutritional health products, for \$2.3 billion in cash (3.3x revenue) from a group of investors led by Permira Funds, an international investment firm. The transaction should extend Nestle's consumer health care portfolio. Atrium Innovation's 2017 sales are expected to near \$700 million. The company's largest brand, Garden of Life, is the No. 1 brand in the natural supplement industry in the United States. Atrium Innovation has seven manufacturing facilities located in the United States, Canada, Europe and Argentina. Garden of Life, based in Palm Beach Gardens, Florida, manufactures certified organic, non-G.M.O. supplements that are sold in more than 14,000 health food stores and on-line in the United States, as well as select markets internationally.

❖ JAB Holding Makes Bid for Malaysian Coffee Maker

December 11, 2017 – The JAB Holding Co. has made a bid to acquire OldTown Berhad, a coffee manufacturer based in Malaysia, for approximately \$361 million. The bid was made through JAB's Jacobs Douwe Egberts Holdings Asia. Founded in 1999, the OldTown business is made up of coffee manufacturing and cafe chain operations. It offers products in 17 markets, including Malaysia, Hong Kong, China, Macau, Singapore, Taiwan, the United States, Canada, Indonesia, the Philippines, Thailand, Brunei, the United Kingdom, Australia, Myanmar, Cambodia and New Zealand. The acquisition would add to JAB Holding's extensive coffee assets, which include such brands as Keurig Green Mountain, Peet's Coffee and Tea, Caribou Coffee and others.

❖ Unilever to Sell Spreads Business to KKR

December 15, 2017 – Unilever P.L.C. has entered into an agreement to sell its Spreads business unit to the investment company KKR for €6.8 billion (\$8.0 billion) (2.2x 2016 revenue). The acquisition is being funded by the European and North American private equity funds of KKR. Unilever's Spreads business features such brands as Becel, Flora, Country Crock, Blue Band, I Can't Believe It's Not Butter, Rama and ProActiv. In 2016, the business had sales of approximately \$3.6 billion.

❖ Campbell Soup Co. to Acquire Snyder's Lance, Inc.

December 18, 2017 – The Campbell Soup Co. has entered into an agreement to acquire the snack maker Snyder's-Lance, Inc. for \$50 per share in an all-cash transaction valued at approximately \$4.8 billion (2.2x revenue). Snyder's-Lance is a manufacturer of snack products sold under such brands as Snyder's of Hanover, Lance, Cape Cod, Pop Secret, Emerald and others. The purchase price represents a premium of approximately 27% to Snyder's-Lance's closing stock price on December 13, 2017, the last trading day prior to media reports regarding a potential transaction. The acquisition has been approved by the board of directors of both companies. Snyder's-Lance reported \$2.2 billion in net sales for the 12 months ended September 30, 2017. Campbell Soup's baked snacks product portfolio generated approximately \$2.5 billion in net sales in fiscal 2017. With the addition of Snyder's-Lance's product portfolio, snacking would represent approximately 46% of Campbell Soup's annual net sales, up from 31%. Campbell's soup portfolio, including the recent acquisition of Pacific Foods, would represent approximately 27% of the company's annual net sales.

❖ Hershey to Acquire Amplify Snack Brands for \$1.6 Billion

December 18, 2017 – The Hershey Co. has entered into a definitive agreement to acquire Amplify Snack Brands, Inc. in an all-cash transaction valued at approximately \$1.6 billion (4.3x revenue). Austin, Texas-based Amplify manufactures snacks under the SkinnyPop, Paqui, Tyrrells and Oatmega brands. Under the terms of the agreement, Hershey will acquire all outstanding shares of Amplify for \$12 per share, which represents a multiple of approximately 14.8x 2017 adjusted EBITDA, including run-rate synergies of approximately \$20 million expected to be generated over the next two years. Hershey expects the transaction to be accretive to adjusted earnings per share-diluted in the first year after the transaction closes, with accretion increasing in the second year.

❖ Apollo to Acquire Qdoba

December 19, 2017 – Apollo Global Management, L.L.C. has entered a definitive agreement to acquire Qdoba Restaurant Corp. from Jack in the Box, Inc. for approximately \$305 million in cash (0.4x revenue). The transaction is expected to close by April 2018. Qdoba Mexican Eats is a fast-casual Mexican restaurant chain that operates more than 700 locations in 47 states, the District of Columbia and Canada. The chain had system-wide sales of more than \$820 million in fiscal 2017.



The Cupboard

A Food & Beverage
Industry Newsletter



Industry News, December 2017

❖ New Leader Named at Blue Apron

December 1, 2017 – Brad Dickerson has been named president and CEO of Blue Apron Holdings, Inc. Previously the company's CFO, Mr. Dickerson replaces co-founder Matt Salzberg, who has stepped down as president and CEO and has been named executive chairman. The company is searching for a new CFO. Mr. Salzberg was CEO of Blue Apron since its founding in 2012. Prior to joining Blue Apron in February 2016, Mr. Dickerson held senior leadership roles at Under Armour. During his 11-year tenure at the sports apparel company, Under Armour's annual revenue grew to \$4 billion from \$200 million.

❖ Ingredion Unveils Leadership Changes

December 5, 2017 – Ingredion, Inc. has announced several executive leadership changes in connection with the promotion of Jim Zallie to president and CEO on January 1. Mr. Zallie was picked as the successor to Ilene Gordon, current president and CEO, back in September. Effective February 5, 2018, Jorgen Kokke will be promoted to executive vice-president, global specialties and president, North America. Mr. Kokke joined Ingredion in 2009 as vice-president and general manager of EMEA. He later became senior vice-president and general manager of Asia-Pacific from 2014-16 and has been senior vice-president and president, Asia-Pacific and EMEA since January 2016.

❖ Two Advance at Land O'Lakes

December 5, 2017 – Two leaders have been promoted at Land O'Lakes, Inc. as the company experiences continued strong growth. Beth Ford has been named COO, Land O' Lakes Businesses, and Brad Oelmann has been named COO, Land O'Lakes Services. In her expanded role, Ms. Ford will assume responsibility for the WinField United business in addition to continued operational oversight of Purina Animal Nutrition and Land O'Lakes Dairy Foods businesses, system-wide supply chain, operations and I.T. She also will lead development of the company's e-commerce platform. She joined the company in 2011 from International Flavors and Fragrances, where she was executive vice-president and head of supply chain. Mr. Oelmann was named to his current role of executive vice-president, Member Relations, Business Development Services earlier this year. His expanded responsibilities will include Land O'Lakes Sustain, Crop Nutrients, FLM Harvest and government relations. Prior to joining Land O'Lakes, he was CEO of United Suppliers Inc. and Aligned Ag Distributors.

❖ Mars Wrigley Confectionery U.S. Selects Headquarters

December 6, 2017 – Mars Wrigley Confectionery U.S. intends to base its U.S. headquarters in New Jersey, using existing offices in Hackettstown and a new location in Newark. The transition should be completed by July 2020 when about 1,000 employees will work in Hackettstown and about 500 employees will work in Newark. Mars Wrigley Confectionery global headquarters will remain in Chicago.

❖ PepsiCo Shuffling Leadership Team

December 7, 2017 – Mike Spanos has been named CEO of Asia, Middle East and North Africa (AMENA) at PepsiCo, Inc. He succeeds Sanjeev Chadha, who will serve as chairman of AMENA through the end of the first quarter of 2018. Both will report to Indra Nooyi, chairman and CEO of PepsiCo. A 24-year veteran of the company, Mr. Spanos most recently was named president of PepsiCo Greater China Region. He has held numerous leadership roles across the organization, with posts in the United States, Europe and Asia. Succeeding Mr. Spanos, Ram Krishnan, currently senior vice-president and general manager of the global PepsiCo Walmart business, will become president, Greater China Region. Mr. Krishnan, who joined the company over a decade ago, has held various senior leadership roles in brand and shopper marketing.

❖ Coca-Cola Chooses New Leader for Bottling Investments Group

December 8, 2017 – Calin Dragan has been promoted to president of Bottling Investments Group (BIG) at The Coca-Cola Co., effective January 1, 2018. Mr. Dragan currently is regional director for BIG's Southeast ASEAN (Southeast Asia) and Middle East bottlers. In his new role, Mr. Dragan will oversee global operations for BIG, which is now largely concentrated in the Asia Pacific region, Coca-Cola said. The company has been working toward refranchising Coca-Cola Beverages Africa, which is part of BIG.

❖ Hostess Names Jacobs COO

December 12, 2017 – Andrew Jacobs has been promoted to executive vice-president and COO of Hostess Brands, Inc. He has been the company's executive vice-president and chief commercial officer since June 2017. Mr. Jacobs joined Hostess in 2014 as senior vice-president of strategic channels and was promoted to senior vice-president and chief customer officer later that year. Prior to joining Hostess, Mr. Jacobs was president of Wolfgang Candy Co. from September 2012 to February 2014 and vice-president and general manager of U.S. customers for The Hershey Co. from September 2003 to 2012.

❖ Cargill Partnering on Food Tech Accelerator

December 20, 2017 – Cargill is partnering with Techstars and Ecolab to create the Techstars Farm to Fork Accelerator with a goal of a safer, more secure and sustainable food supply. The first class, featuring 10 start-ups, will launch next summer in Minneapolis for a 13-week engagement, during which participants will build their business and receive input on developing technology to positively impact the food industry, securing capital and expanding their industry reach.

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Additional information is available upon request.

