

Shields & Company

INVESTMENT BANKERS

Consumer, Food, & Beverage Sector Update

Q3 2020



Consumer Sector Update – Q3 2020

M&A Summary and Outlook

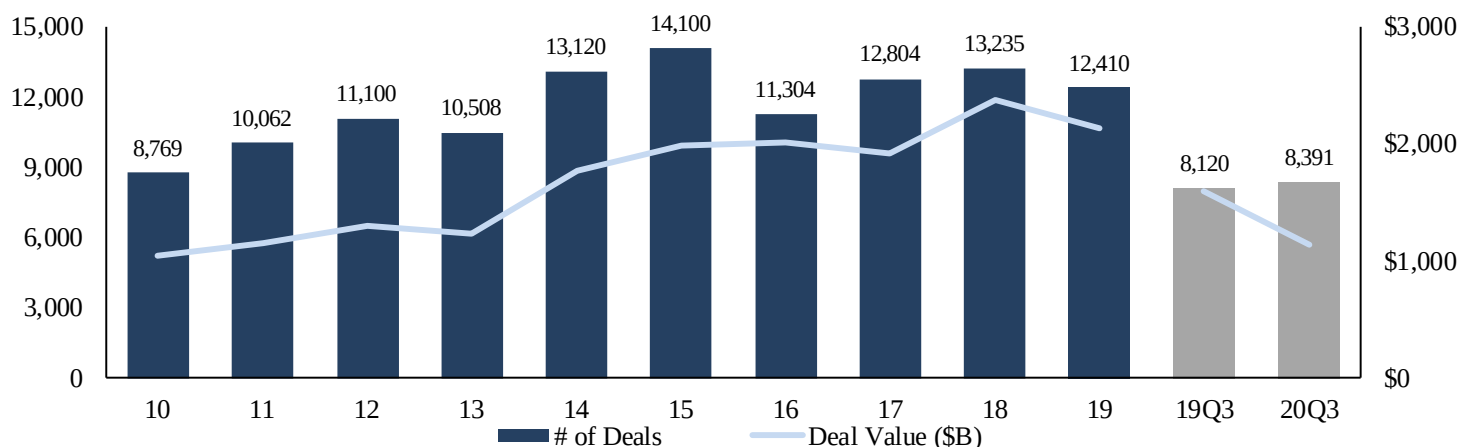
- Q3 2020 saw North American M&A volume of 2,714 transactions and total deal value of \$361.1 billion.
- Within the consumer sector, there were 192 transactions in Q3 2020, compared to 242 transactions in Q3 2019, representing a 21% decrease from last year. The sector is on pace for 777 transactions in 2020 compared to last year's total of 995—a substantial decrease of 22% largely due to effects of COVID-19.

Public Company Performance

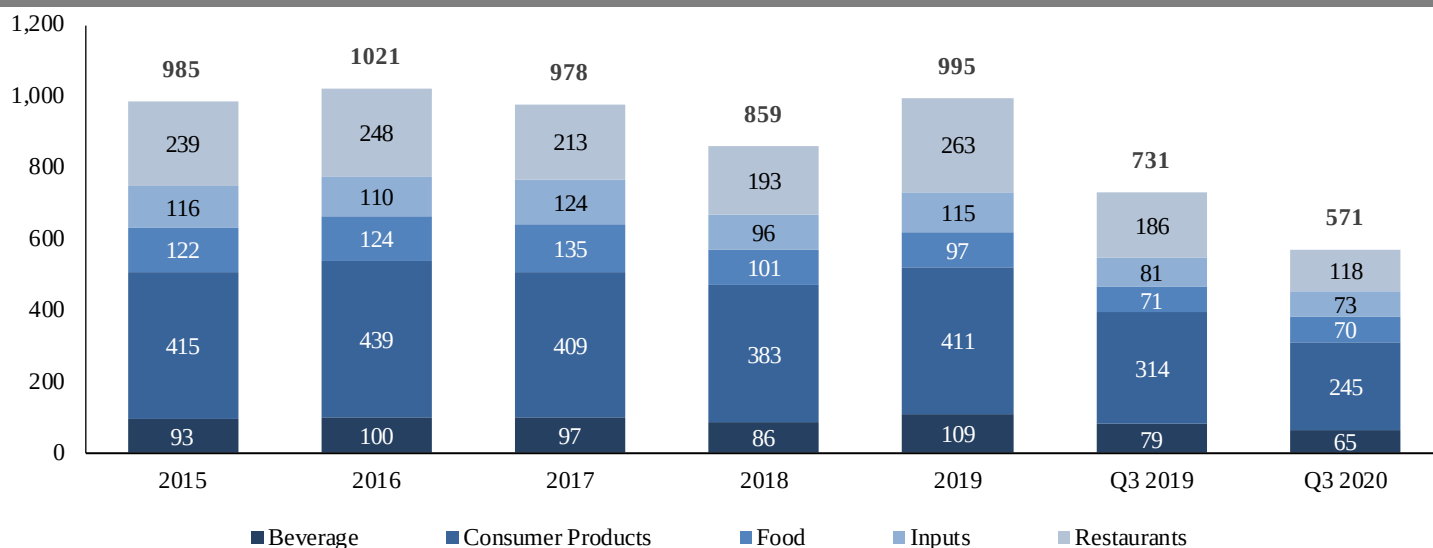
- Public company EV/EBITDA multiples have increased with an average consumer multiple of 12.1x in Q3 2020 compared to an average multiple of 11.5x in Q2 2020. The average EV/EBITDA multiple in Q3 2019 was 13.2x.
- After Q3 2020, only one consumer sub-sector (Beverage) has outperformed the S&P 500 over the past five years.

North American M&A Overview

(\$ in billions)



M&A Deal Volume: Consumer Sector



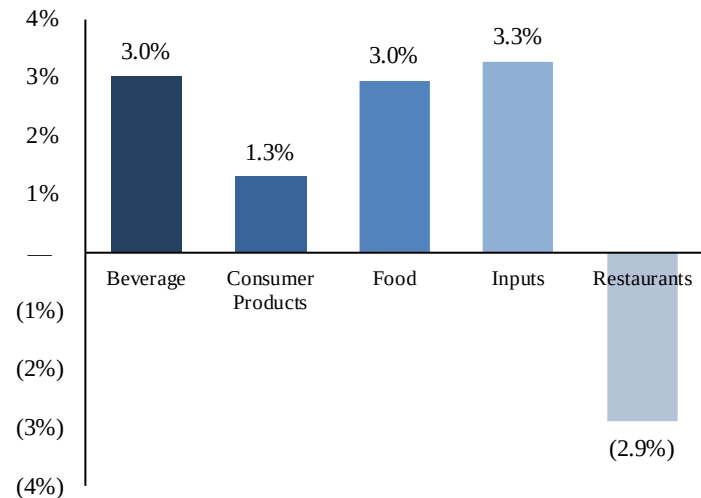
Select Recent M&A Transactions

(\$ in millions)

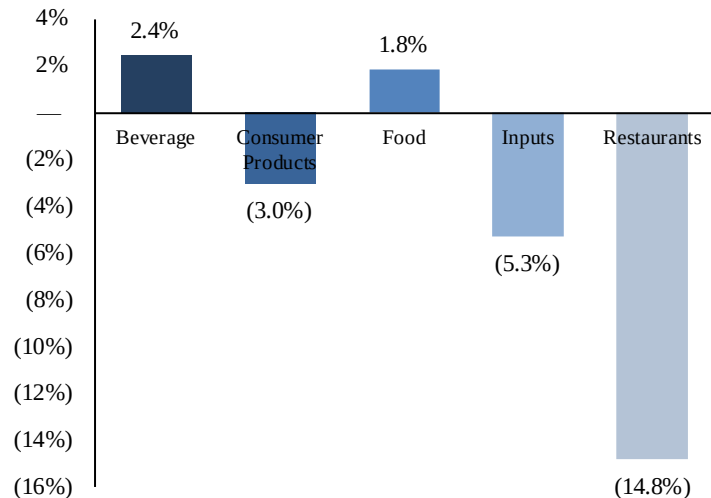
Date	Target	Description	Buyer	Transaction Value
9/22/2020	Boa Technology Inc.	Boa Technology Inc. designs and manufactures closure systems for shoes.	Compass Diversified	\$454
9/15/2020	Brick Wall Fire Sprinkler, LLC	Brick Wall Fire Sprinkler, LLC develops fire protection systems and provides full-service fire protection solutions.	Rapid Fire Protection, Inc.	NA
9/14/2020	Copper and Kings American Brandy Company	Copper and Kings American Brandy Company operates a spirit distillery for producing brandy.	Constellation Brands, Inc.	NA
9/14/2020	HiLo Nutrition, Inc.	HiLo Nutrition, Inc. manufactures pre workout nutrition gummies.	Highlander Partners, L.P.	NA
9/8/2020	Silva International, Inc.	Silva International, Inc. provides dehydrated vegetable, herb, and fruit ingredients to the food industry.	Universal Corporation	\$170
9/8/2020	Westminster Pet Products, Inc.	Westminster Pet Products, Inc. develops and markets pet treats, chews, and supplies.	AUA Private Equity Partners, LLC	NA
9/2/2020	Mansfield-King, LLC	Mansfield-King, LLC engages in the development, contract manufacture, and packaging of personal care products.	Plz Aeroscience Corp.	NA
9/1/2020	Mana Products, Inc.	Mana Products, Inc. manufactures contract and private label cosmetics in the United States and internationally.	Traub Capital	NA
8/31/2020	Red Lobster Seafood Co., LLC	Red Lobster Seafood Co., LLC operates seafood-buying restaurants.	Thai Union Investments North America LLC	NA
8/30/2020	Jarrow Formulas, Inc.	Jarrow Formulas, Inc. formulates and supplies nutritional supplements.	New Mountain Capital, L.L.C	NA
8/20/2020	Wild Things, LLC	Wild Things, LLC designs and manufactures technical outerwear and gear in the United States.	National Safety Apparel, Inc.	NA
8/17/2020	Fibrix, LLC	Fibrix, LLC manufactures and distributes nonwoven materials for filtration, furniture and bedding, automotive, and industrial sectors.	Branford Castle Partners, L.P.	NA
8/12/2020	Input Capital Corp.	Input Capital Corp. operates as an agricultural commodity streaming company in Canada.	Bridgeway National Corp.	\$107
8/11/2020	Copa Di Vino, LLC	Copa Di Vino, LLC produces and distributes wine.	Splash Beverage Group, Inc.	NA
7/20/2020	Calihan Pork Processors, Inc.	Calihan Pork Processors, Inc. engages in slaughtering, processing, producing, and supplying pork for sausage makers.	American Foods Group, LLC	NA
7/15/2020	Troy, LLC	Troy, LLC manufactures, develops, and markets non-woven textile products.	PETfiber, LLC	NA
7/14/2020	Siege Sports, LLC	Siege Sports, LLC designs custom athletic uniforms and apparel in the United States.	Bridge Lake Partners, LLC	NA
7/9/2020	RSJ Ventures, LLC	RSJ Ventures, LLC produces and sells steak and chicken jerkies.	Sonoma Brands	NA
7/8/2020	Oregon Honey Products, LLC	Oregon Honey Products, LLC manufactures honey mead.	Forbidden Fruit Ciderhouse, LLC	NA
7/7/2020	Mend Sleep LLC	Mend Sleep LLC manufactures mattresses.	Idle Group LLC	NA
7/2/2020	Nestlé Pure Life Bottled Water Business	Nestlé Pure Life Bottled Water Business produces bottled water.	Ice River Springs Water Co., Inc.	NA

Public Company Trading Statistics

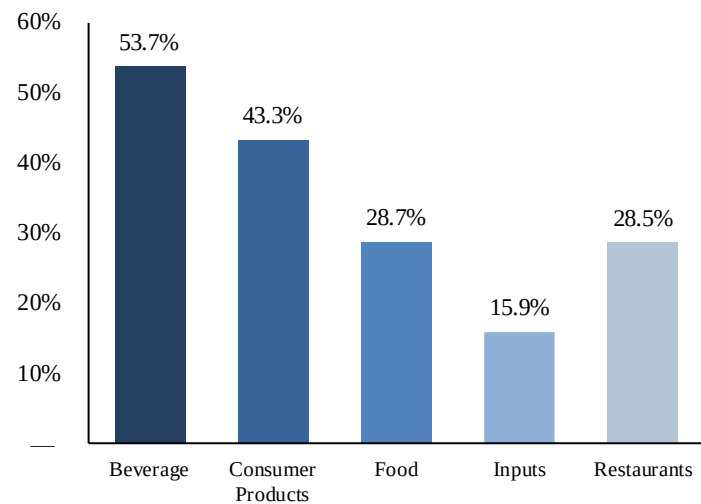
3-Year Revenue CAGR



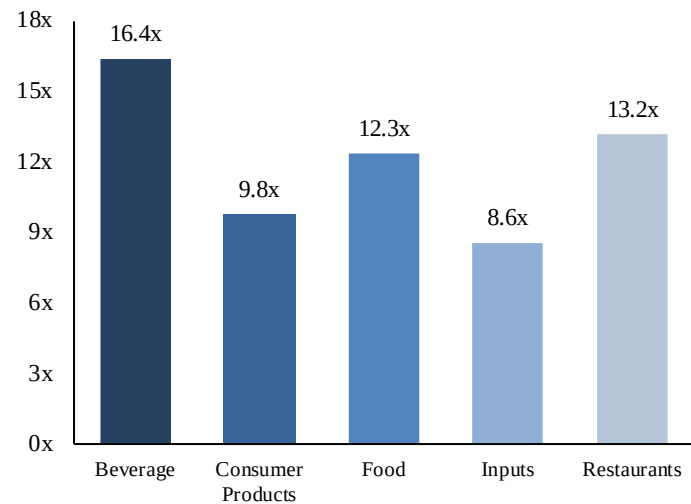
3-Year EBITDA CAGR



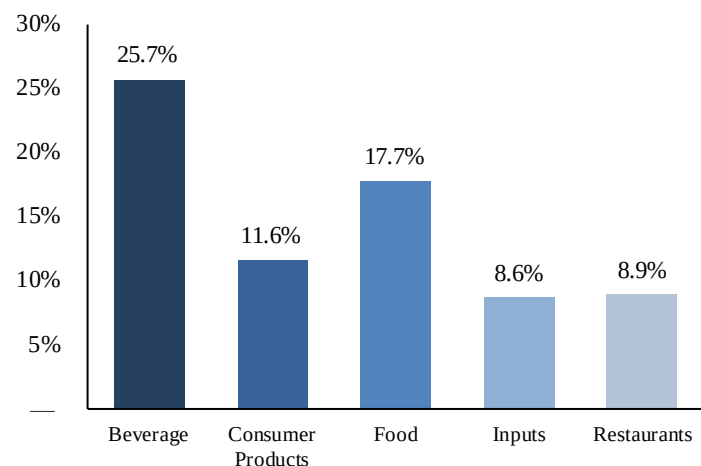
Gross Margin



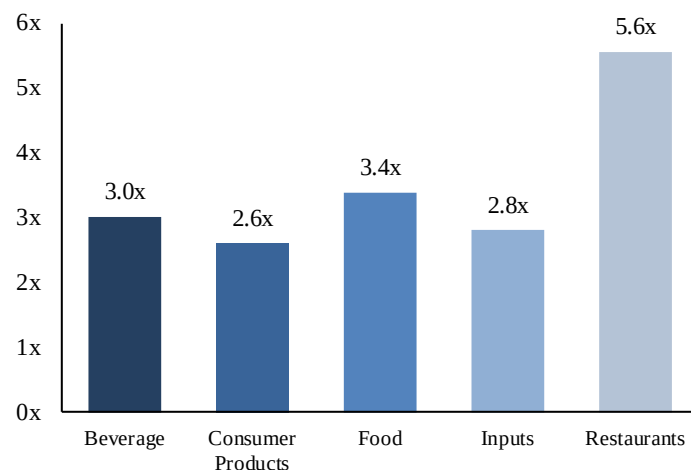
TEV/EBITDA



EBITDA Margin



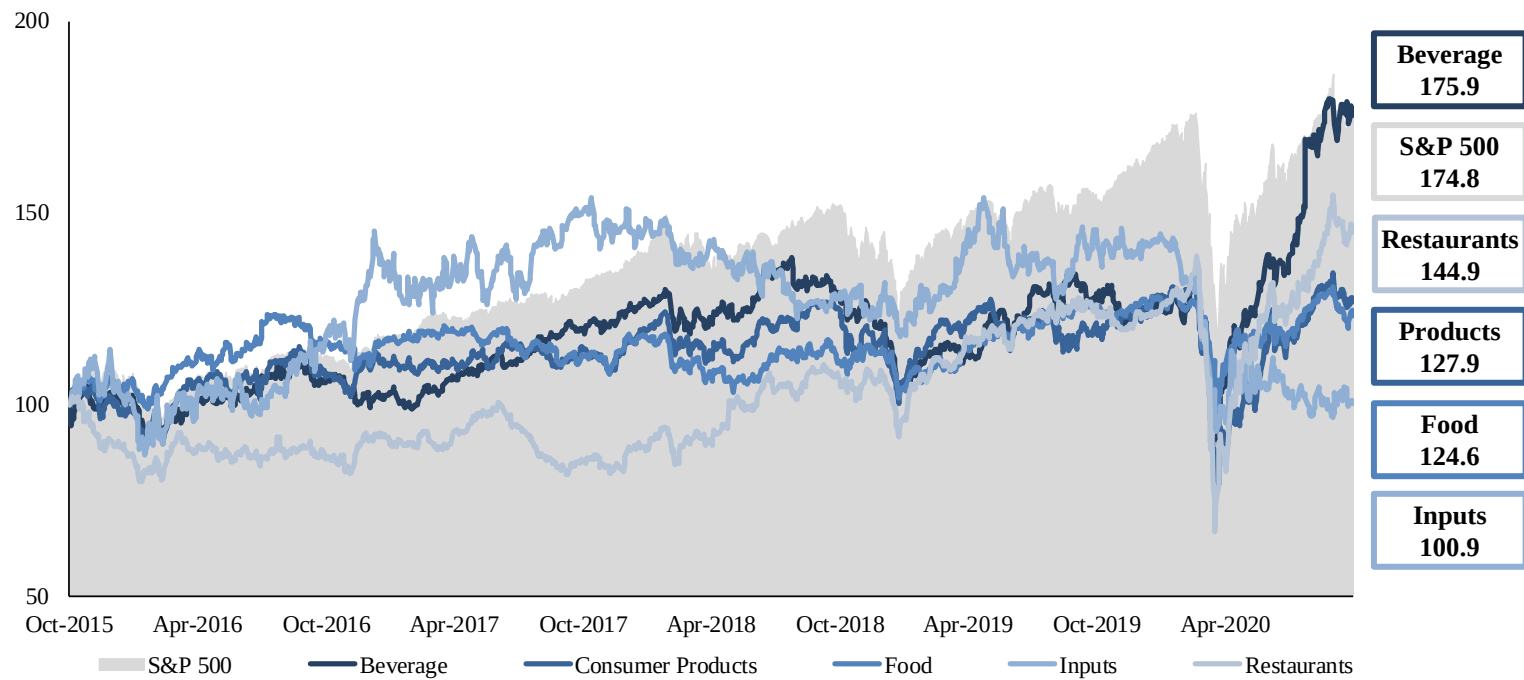
Total Debt/EBITDA



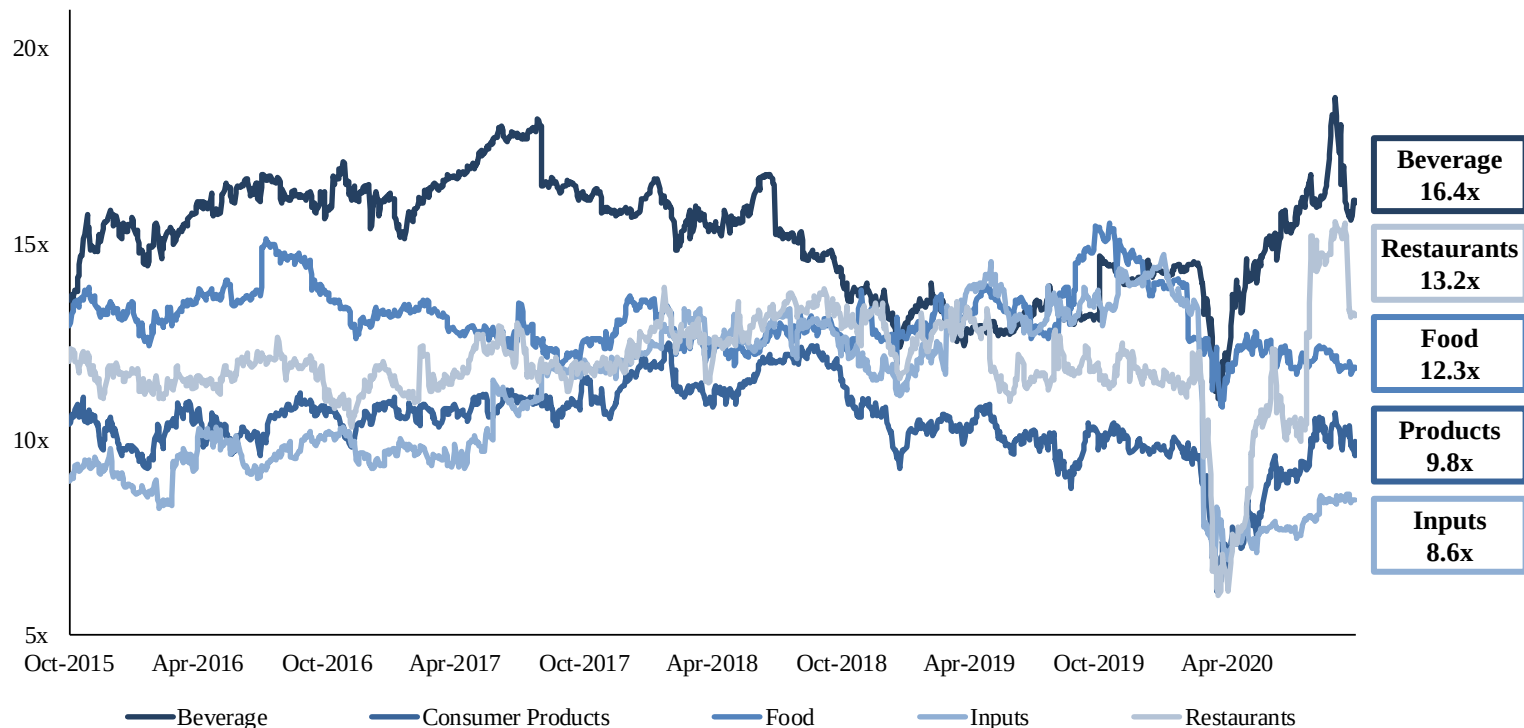
Public Company Trading History

5-Year Stock Return

(Indexed to 100)



5-Year Historical EBITDA Multiple



Public Comparable Companies - Beverage

(\$ in millions)	Latest Twelve Months				TEV / LTM		TEV / EBITDA	
	TEV	Revenue	Gross Profit	EBITDA	Revenue	EBITDA	2020P	2021P
Beverage								
<i>Alcoholic Beverages</i>								
Andrew Peller Limited	\$472	\$386	\$168	\$67	1.2x	7.1x	9.0x	9.0x
Anheuser-Busch InBev SA/NV	\$206,991	\$47,449	\$27,827	\$14,389	4.4x	14.4x	12.3x	10.9x
Brown-Forman Corporation	\$36,711	\$3,350	\$2,094	\$1,193	11.0x	30.8x	31.7x	28.4x
Constellation Brands, Inc.	\$48,414	\$8,126	\$4,237	\$697	6.0x	69.4x	16.2x	15.4x
Corby Spirit and Wine Limited	\$272	\$153	\$93	\$45	1.8x	6.0x	NA	NA
Molson Coors Beverage Company	\$15,938	\$9,846	\$3,839	\$2,324	1.6x	6.9x	7.4x	7.3x
The Boston Beer Company, Inc.	\$10,674	\$1,577	\$751	\$269	6.8x	39.7x	35.9x	26.4x
Alcoholic Beverages Median					4.4x	14.4x	14.3x	13.1x
<i>Non-Alcoholic Beverages</i>								
Lassonde Industries Inc.	\$1,039	\$1,826	\$499	\$185	0.6x	5.6x	6.5x	6.7x
Monster Beverage Corporation	\$41,148	\$4,307	\$2,580	\$1,563	9.6x	26.3x	25.0x	22.6x
National Beverage Corp.	\$2,860	\$1,030	\$391	\$220	2.8x	13.0x	12.1x	11.5x
PepsiCo, Inc.	\$227,861	\$68,557	\$37,889	\$12,355	3.3x	18.4x	17.6x	16.0x
The Coca-Cola Company	\$246,295	\$33,471	\$20,050	\$12,179	7.4x	20.2x	22.9x	20.3x
Non-Alcoholic Beverages Median					3.3x	18.4x	17.6x	16.0x
Beverage Median					3.8x	16.4x	16.2x	15.4x

Public Comparable Companies – Consumer Products

(\$ in millions)	Latest Twelve Months				TEV / LTM		TEV / EBITDA	
	TEV	Revenue	Gross Profit	EBITDA	Revenue	EBITDA	2020P	2021P
Consumer Products								
<i>Apparel & Footwear</i>								
Carter's, Inc.	\$4,777	\$3,135	\$1,315	\$679	1.5x	7.0x	7.9x	6.6x
Tapestry, Inc.	\$7,393	\$4,776	\$3,269	\$1,288	1.5x	5.7x	6.5x	4.4x
Columbia Sportswear Company	\$5,700	\$2,541	\$1,240	\$446	2.2x	12.8x	13.0x	9.2x
Deckers Outdoor Corporation	\$5,787	\$2,220	\$1,162	\$494	2.6x	11.7x	13.0x	11.1x
Fossil Group, Inc.	\$624	\$1,901	\$867	\$91	0.3x	6.8x	NA	NA
G-III Apparel Group, Ltd.	\$1,022	\$2,585	\$909	\$326	0.4x	3.1x	4.4x	2.9x
Gildan Activewear Inc.	\$4,899	\$1,950	\$307	\$203	2.5x	24.1x	48.7x	10.5x
Hanesbrands Inc.	\$9,430	\$6,673	\$2,609	\$1,258	1.4x	7.5x	8.2x	7.9x
Iconix Brand Group, Inc.	\$654	\$129	\$129	\$55	5.1x	11.9x	NA	NA
Lululemon Athletica Inc.	\$43,179	\$3,869	\$2,140	\$1,202	11.2x	35.9x	36.2x	26.7x
NIKE, Inc.	\$199,314	\$37,337	\$16,111	\$5,455	5.3x	36.5x	49.2x	25.0x
Oxford Industries, Inc.	\$971	\$891	\$491	\$136	1.1x	7.1x	NM	4.5x
PVH Corp.	\$8,410	\$8,113	\$4,427	\$1,112	1.0x	7.6x	10.6x	5.5x
Ralph Lauren Corporation	\$6,216	\$4,706	\$2,986	\$1,141	1.3x	5.4x	6.4x	4.1x
Skechers U.S.A., Inc.	\$5,583	\$4,619	\$2,195	\$883	1.2x	6.3x	6.9x	4.8x
Steven Madden, Ltd.	\$1,471	\$1,268	\$488	\$155	1.2x	9.5x	14.0x	6.9x
Under Armour, Inc.	\$5,982	\$4,512	\$2,148	\$265	1.3x	22.6x	NM	13.2x
V.F. Corporation	\$31,262	\$8,943	\$4,852	\$1,778	3.5x	17.6x	22.4x	15.4x
Vera Bradley, Inc.	\$318	\$485	\$276	\$85	0.7x	3.7x	3.5x	3.0x
Vince Holding Corp.	\$252	\$285	\$127	\$9	0.9x	27.6x	NA	NA
Weyco Group, Inc.	\$149	\$250	\$101	\$19	0.6x	7.7x	NA	NA
Wolverine World Wide, Inc.	\$2,906	\$1,970	\$802	\$162	1.5x	17.9x	13.0x	8.9x
Apparel & Footwear Median					1.4x	8.6x	11.8x	7.4x
<i>Consumer Durables</i>								
iRobot Corporation	\$1,934	\$1,312	\$628	\$160	1.5x	12.1x	14.3x	17.2x
The Middleby Corporation	\$6,821	\$2,661	\$963	\$586	2.6x	11.6x	14.1x	12.2x
Whirlpool Corporation	\$17,453	\$19,040	\$3,534	\$1,926	0.9x	9.1x	8.8x	7.9x
Consumer Durables Median					1.5x	11.6x	14.1x	12.2x
<i>Home & Office Furniture</i>								
Bassett Furniture Industries, Incorporated	\$264	\$381	\$223	\$40	0.7x	6.6x	NA	NA
Dorel Industries Inc.	\$844	\$2,644	\$522	\$171	0.3x	4.9x	3.3x	4.1x
Ethan Allen Interiors Inc.	\$447	\$567	\$316	\$74	0.8x	6.0x	7.0x	5.1x
Flexsteel Industries, Inc.	\$148	\$372	\$62	(\$2)	0.4x	NM	NM	NM
Herman Miller, Inc.	\$2,036	\$2,443	\$915	\$369	0.8x	5.5x	7.3x	5.6x
HNI Corporation	\$1,581	\$2,009	\$746	\$242	0.8x	6.5x	8.2x	7.4x
Hooker Furniture Corporation	\$290	\$558	\$105	\$36	0.5x	8.0x	NA	NA
Kimball International, Inc.	\$314	\$728	\$251	\$87	0.4x	3.6x	4.8x	5.7x
Knoll, Inc.	\$1,207	\$1,295	\$476	\$185	0.9x	6.5x	7.7x	7.2x
La-Z-Boy Incorporated	\$1,474	\$1,576	\$690	\$252	0.9x	5.8x	6.6x	5.6x
Leggett & Platt, Incorporated	\$7,547	\$4,275	\$917	\$650	1.8x	11.6x	11.1x	9.8x
Steelcase Inc.	\$1,369	\$3,203	\$1,023	\$343	0.4x	4.0x	4.5x	6.5x
Tempur Sealy International, Inc.	\$6,513	\$3,491	\$1,540	\$594	1.9x	11.0x	8.4x	7.9x
Home & Office Furniture Median					0.8x	6.3x	7.2x	6.1x

Public Comparable Companies – Consumer Products (Cont.)

(\$ in millions)	Latest Twelve Months				TEV / LTM		TEV / EBITDA	
	TEV	Revenue	Gross Profit	EBITDA	Revenue	EBITDA	2020P	2021P
Household Products								
Church & Dwight Co., Inc.	\$24,768	\$4,745	\$2,181	\$1,153	5.2x	21.5x	21.2x	20.4x
Colgate-Palmolive Company	\$72,990	\$16,162	\$9,794	\$4,191	4.5x	17.4x	17.0x	16.3x
Prestige Consumer Healthcare Inc.	\$3,431	\$960	\$566	\$404	3.6x	8.5x	8.6x	8.7x
The Clorox Company	\$28,742	\$7,131	\$3,320	\$1,564	4.0x	18.4x	17.0x	17.6x
The Procter & Gamble Company	\$366,716	\$72,470	\$37,415	\$19,532	5.1x	18.8x	18.7x	17.6x
WD-40 Company	\$2,672	\$408	\$223	\$86	6.5x	31.2x	31.9x	28.6x
Household Products Median					4.8x	18.6x	17.9x	17.6x
Housewares								
Helen of Troy Limited	\$5,196	\$1,869	\$812	\$279	2.8x	18.6x	16.7x	15.4x
Lifetime Brands, Inc.	\$547	\$738	\$264	\$80	0.7x	6.9x	6.2x	5.8x
NACCO Industries, Inc.	\$74	\$133	\$18	\$44	0.6x	1.7x	NA	NA
Spectrum Brands Holdings, Inc.	\$4,794	\$3,787	\$1,295	\$558	1.3x	8.6x	7.9x	7.7x
Tupperware Brands Corporation	\$1,755	\$1,668	\$1,100	\$201	1.1x	8.7x	5.7x	4.7x
Housewares Median					1.1x	8.6x	7.1x	6.8x
Home & Garden								
Alamo Group Inc.	\$1,650	\$1,175	\$300	\$142	1.4x	11.6x	11.6x	10.0x
Griffon Corporation	\$2,315	\$2,321	\$631	\$269	1.0x	8.6x	8.4x	7.9x
The Scotts Miracle-Gro Company	\$10,363	\$3,739	\$1,238	\$665	2.8x	15.6x	12.9x	12.7x
The Toro Company	\$9,589	\$3,272	\$1,144	\$522	2.9x	18.4x	17.7x	15.7x
Home & Garden Median					2.1x	13.6x	12.3x	11.4x
Outdoor & Lifestyle								
Acushnet Holdings Corp.	\$2,947	\$1,494	\$761	\$154	2.0x	19.1x	15.6x	13.2x
Brunswick Corporation	\$5,476	\$4,104	\$1,149	\$627	1.3x	8.7x	9.1x	7.7x
Callaway Golf Company	\$2,553	\$1,477	\$629	\$127	1.7x	20.0x	14.1x	10.6x
Columbia Sportswear Company	\$5,700	\$2,541	\$1,240	\$446	2.2x	12.8x	13.0x	9.2x
Dorel Industries Inc.	\$844	\$2,644	\$522	\$171	0.3x	4.9x	3.3x	4.1x
Fox Factory Holding Corp.	\$3,312	\$765	\$246	\$125	4.3x	26.6x	20.0x	16.4x
GoPro, Inc.	\$845	\$913	\$310	(\$29)	0.9x	NM	18.5x	6.1x
Hasbro, Inc.	\$15,817	\$5,170	\$2,629	\$990	3.1x	16.0x	15.9x	13.6x
Nautilus, Inc.	\$507	\$374	\$140	\$32	1.4x	15.7x	8.7x	10.4x
Polaris Inc.	\$7,300	\$6,608	\$1,667	\$642	1.1x	11.4x	8.7x	8.0x
Sturm, Ruger & Company, Inc.	\$846	\$505	\$152	\$88	1.7x	9.6x	7.0x	7.5x
Thor Industries, Inc.	\$6,451	\$8,168	\$1,118	\$596	0.8x	10.8x	9.6x	8.2x
Vista Outdoor Inc.	\$1,662	\$1,775	\$391	\$167	0.9x	10.0x	6.9x	6.9x
Outdoor & Lifestyle Median					1.4x	12.1x	9.6x	8.2x

Public Comparable Companies – Consumer Products (Cont.)

(\$ in millions)	Latest Twelve Months				TEV / LTM		TEV / EBITDA	
	TEV	Revenue	Gross Profit	EBITDA	Revenue	EBITDA	2020P	2021P
<i>Personal Care</i>								
Coty Inc.	\$11,362	\$4,718	\$2,741	\$362	2.4x	31.4x	34.6x	11.6x
Edgewell Personal Care Company	\$2,304	\$1,989	\$896	\$374	1.2x	6.2x	6.8x	6.0x
Herbalife Nutrition Ltd.	\$6,589	\$5,074	\$2,572	\$718	1.3x	9.2x	7.6x	7.3x
Inter Parfums, Inc.	\$1,179	\$563	\$303	\$78	2.1x	15.1x	26.6x	10.7x
Kimberly-Clark Corporation	\$57,240	\$18,887	\$7,046	\$4,472	3.0x	12.8x	12.7x	12.4x
Nu Skin Enterprises, Inc.	\$2,747	\$2,304	\$1,743	\$344	1.2x	8.0x	7.5x	7.0x
Sally Beauty Holdings, Inc.	\$2,909	\$3,522	\$1,706	\$611	0.8x	4.8x	4.3x	3.8x
Revlon, Inc.	\$3,731	\$2,097	\$1,165	\$161	1.8x	23.2x	11.4x	10.4x
The Estée Lauder Companies Inc.	\$82,612	\$13,961	\$10,502	\$3,519	5.9x	23.5x	27.2x	18.2x
The Procter & Gamble Company	\$366,716	\$72,470	\$37,415	\$19,532	5.1x	18.8x	18.7x	17.6x
Ulta Beauty, Inc.	\$14,221	\$6,390	\$2,381	\$1,059	2.2x	13.4x	15.7x	9.7x
The Unilever Group	\$161,287	\$51,568	\$22,466	\$11,824	3.1x	13.6x	11.6x	11.2x
USANA Health Sciences, Inc.	\$1,338	\$1,095	\$898	\$183	1.2x	7.3x	7.2x	7.0x
Personal Care Median					2.1x	13.4x	11.6x	10.4x
<i>Pet Products</i>								
Central Garden & Pet Company	\$2,329	\$2,560	\$749	\$287	0.9x	8.1x	8.1x	8.1x
Freshpet, Inc.	\$4,400	\$281	\$128	\$28	15.7x	NM	NM	NM
Oil-Dri Corporation of America	\$260	\$283	\$76	\$36	0.9x	7.1x	NA	NA
Spectrum Brands Holdings, Inc.	\$4,794	\$3,787	\$1,295	\$558	1.3x	8.6x	7.9x	7.7x
Chewy, Inc.	\$22,699	\$5,906	\$1,430	(\$141)	3.8x	NM	NM	NM
Pet Products Median					1.1x	8.1x	8.0x	7.9x
Consumer Products Median					1.3x	9.8x	9.6x	8.1x

Public Comparable Companies - Food

(\$ in millions)	Latest Twelve Months				TEV / LTM		TEV / EBITDA	
	TEV	Revenue	Gross Profit	EBITDA	Revenue	EBITDA	2020P	2021P
Food								
<i>Baked Goods</i>								
Flowers Foods, Inc.	\$6,254	\$4,260	\$2,088	\$551	1.5x	11.3x	10.6x	10.7x
George Weston Limited	\$29,730	\$52,023	\$16,471	\$3,434	0.6x	8.7x	6.6x	6.2x
Lancaster Colony Corporation	\$4,750	\$1,334	\$358	\$226	3.6x	21.0x	19.4x	17.4x
Baked Goods Median					1.5x	11.3x	10.6x	10.7x
<i>Branded Products</i>								
B&G Foods, Inc.	\$3,519	\$1,838	\$449	\$351	1.9x	10.0x	9.6x	10.3x
Campbell Soup Company	\$20,215	\$8,691	\$3,008	\$1,903	2.3x	10.6x	9.6x	10.1x
Conagra Brands, Inc.	\$26,963	\$11,343	\$3,259	\$2,334	2.4x	11.6x	10.9x	11.3x
General Mills, Inc.	\$50,430	\$17,988	\$6,353	\$3,997	2.8x	12.6x	13.3x	13.8x
Hormel Foods Corporation	\$26,002	\$9,690	\$1,862	\$1,776	2.7x	14.6x	14.5x	13.7x
Kellogg Company	\$30,563	\$13,529	\$4,651	\$2,329	2.3x	13.1x	12.8x	12.7x
McCormick & Company, Incorporated	\$30,012	\$5,528	\$2,270	\$1,277	5.4x	23.5x	24.1x	23.4x
Post Holdings, Inc.	\$12,248	\$5,730	\$1,799	\$1,070	2.1x	11.4x	10.5x	9.7x
Premium Brands Holdings Corporation	\$4,060	\$3,839	\$734	\$201	1.1x	20.2x	16.2x	13.1x
The Hershey Company	\$33,949	\$7,947	\$3,514	\$1,931	4.3x	17.6x	16.3x	15.6x
The J. M. Smucker Company	\$18,304	\$7,994	\$3,078	\$1,946	2.3x	9.4x	9.6x	10.3x
The Kraft Heinz Company	\$62,960	\$25,782	\$8,778	\$6,442	2.4x	9.8x	10.0x	10.6x
Tyson Foods, Inc.	\$33,015	\$42,609	\$5,305	\$5,034	0.8x	6.6x	7.2x	6.4x
Branded Products Median					2.3x	11.6x	10.9x	11.3x
<i>Dairy</i>								
Dean Foods Company	\$1,368	\$7,329	\$1,440	\$92	0.2x	14.9x	NA	NA
Nestlé S.A.	\$369,014	\$88,264	\$43,536	\$20,794	4.2x	17.7x	17.4x	16.8x
Saputo Inc.	\$13,208	\$14,666	\$1,476	\$1,070	0.9x	12.3x	11.2x	10.0x
Dairy Median					0.9x	14.9x	14.3x	13.4x
<i>Private Label Food & Beverage</i>								
Conagra Brands, Inc.	\$26,963	\$11,343	\$3,259	\$2,334	2.4x	11.6x	10.9x	11.3x
Seneca Foods Corporation	\$547	\$1,359	\$171	\$146	0.4x	3.7x	NA	NA
TreeHouse Foods, Inc.	\$4,355	\$4,324	\$818	\$525	1.0x	8.3x	7.8x	7.7x
Private Label Food & Beverage Median					1.0x	8.3x	9.4x	9.5x
<i>Snack Foods</i>								
J & J Snack Foods Corp.	\$2,265	\$1,081	\$277	\$119	2.1x	19.0x	23.9x	16.0x
John B. Sanfilippo & Son, Inc.	\$913	\$873	\$173	\$94	1.0x	9.7x	NA	NA
Mondelez International, Inc.	\$100,744	\$25,886	\$10,057	\$6,166	3.9x	16.3x	16.5x	15.6x
PepsiCo, Inc.	\$227,861	\$68,557	\$37,889	\$12,355	3.3x	18.4x	17.6x	16.0x
The Hain Celestial Group, Inc.	\$3,836	\$2,054	\$470	\$206	1.9x	18.6x	15.9x	14.7x
Snack Foods Median					2.1x	18.4x	17.1x	15.8x
Food Median					2.3x	12.3x	12.0x	12.0x

Public Comparable Companies - Inputs

(\$ in millions)	Latest Twelve Months				TEV / LTM		TEV / EBITDA	
	TEV	Revenue	Gross Profit	EBITDA	Revenue	EBITDA	2020P	2021P
Inputs								
<i>Fruits & Vegetables</i>								
Calavo Growers, Inc.	\$1,266	\$1,117	\$93	\$57	1.1x	22.3x	13.7x	12.0x
Fresh Del Monte Produce Inc.	\$1,867	\$4,306	\$260	\$262	0.4x	7.1x	6.3x	5.6x
Lamb Weston Holdings, Inc.	\$11,979	\$3,675	\$923	\$855	3.3x	14.0x	17.2x	13.6x
Nomad Foods Limited	\$6,355	\$2,451	\$727	\$473	2.6x	13.4x	11.4x	11.3x
Seneca Foods Corporation	\$547	\$1,359	\$171	\$146	0.4x	3.7x	NA	NA
Fruits & Vegetables Median					1.1x	13.4x	12.5x	11.6x
<i>Ingredients</i>								
Balchem Corporation	\$3,306	\$689	\$221	\$158	4.8x	21.0x	19.3x	17.9x
Bunge Limited	\$13,747	\$39,577	\$4,058	\$2,617	0.3x	5.3x	6.6x	6.1x
Darling Ingredients Inc.	\$7,559	\$3,403	\$830	\$982	2.2x	7.7x	8.9x	8.7x
Ingredion Incorporated	\$6,808	\$5,943	\$1,243	\$940	1.1x	7.2x	7.4x	6.8x
International Flavors & Fragrances Inc.	\$17,075	\$5,097	\$2,082	\$1,082	3.3x	15.8x	16.2x	14.8x
Sensient Technologies Corporation	\$2,981	\$1,316	\$405	\$200	2.3x	14.9x	13.9x	13.3x
SunOpta Inc.	\$1,308	\$1,258	\$159	\$80	1.0x	16.4x	12.6x	11.4x
Ingredients Median					2.2x	14.9x	12.6x	11.4x
<i>Protein Processing</i>								
Cal-Maine Foods, Inc.	\$1,681	\$1,403	\$217	\$105	1.2x	16.0x	16.4x	10.2x
Clearwater Seafoods Incorporated	\$646	\$549	\$104	\$69	1.2x	9.4x	9.9x	7.6x
High Liner Foods Incorporated	\$552	\$876	\$182	\$80	0.6x	6.9x	6.1x	6.1x
Maple Leaf Foods Inc.	\$4,223	\$4,190	\$684	\$265	1.0x	16.0x	12.4x	10.7x
Pilgrim's Pride Corporation	\$6,077	\$12,038	\$812	\$860	0.5x	7.1x	6.8x	5.0x
Sanderson Farms, Inc.	\$2,695	\$3,531	\$137	\$524	0.8x	5.1x	4.8x	3.6x
Seaboard Corporation	\$3,573	\$6,948	\$524	\$460	0.5x	7.8x	NA	NA
Tyson Foods, Inc.	\$33,015	\$42,609	\$5,305	\$5,034	0.8x	6.6x	7.2x	6.4x
Protein Processing Median					0.8x	7.4x	7.2x	6.4x
Inputs Median					1.1x	8.6x	10.6x	9.5x

Public Comparable Companies - Restaurants

(\$ in millions)	Latest Twelve Months				TEV / LTM		TEV / EBITDA	
	TEV	Revenue	Gross Profit	EBITDA	Revenue	EBITDA	2020P	2021P
Restaurants								
<i>Beverage</i>								
DAVIDsTEA Inc.	\$23	\$168	\$83	\$5	0.1x	4.6x	NA	NA
Dunkin' Brands Group, Inc.	\$9,665	\$1,254	\$670	\$551	7.7x	17.5x	18.3x	16.9x
Starbucks Corporation	\$122,028	\$21,492	\$5,059	\$6,004	5.7x	20.3x	23.2x	14.5x
Beverage Median					5.7x	17.5x	20.7x	15.7x
<i>Casual Dining</i>								
BJ's Restaurants, Inc.	\$1,218	\$873	\$90	\$106	1.4x	11.5x	88.6x	12.3x
Bloomin' Brands, Inc.	\$3,821	\$3,380	\$434	\$427	1.1x	8.9x	11.6x	7.2x
Brinker International, Inc.	\$4,290	\$3,033	\$398	\$490	1.4x	8.8x	9.5x	7.2x
Chuy's Holdings, Inc.	\$542	\$371	\$62	\$66	1.5x	8.2x	9.8x	7.6x
Cracker Barrel Old Country Store, Inc.	\$3,932	\$2,523	\$818	\$125	1.6x	31.5x	21.4x	9.1x
Darden Restaurants, Inc.	\$18,332	\$7,200	\$1,255	\$1,031	2.5x	17.8x	17.2x	11.4x
Dave & Buster's Entertainment, Inc.	\$2,599	\$857	\$128	\$215	3.0x	12.1x	NM	7.8x
Denny's Corporation	\$1,196	\$322	\$119	\$68	3.7x	17.6x	34.3x	15.6x
Dine Brands Global, Inc.	\$2,669	\$715	\$287	\$192	3.7x	13.9x	15.5x	11.4x
Red Robin Gourmet Burgers, Inc.	\$903	\$1,056	\$149	\$101	0.9x	8.9x	NM	5.4x
Texas Roadhouse, Inc.	\$4,769	\$2,485	\$342	\$240	1.9x	19.9x	24.9x	12.8x
The Cheesecake Factory Incorporated	\$2,953	\$2,123	\$834	\$296	1.4x	10.0x	NM	16.3x
Casual Dining Median					1.5x	11.8x	17.2x	10.3x
<i>Fast Casual</i>								
Chipotle Mexican Grill, Inc.	\$36,883	\$5,817	\$1,958	\$910	6.3x	40.5x	38.7x	26.4x
El Pollo Loco Holdings, Inc.	\$871	\$423	\$94	\$81	2.1x	10.7x	10.5x	9.8x
Fiesta Restaurant Group, Inc.	\$573	\$592	\$107	\$85	1.0x	6.8x	5.8x	5.0x
Noodles & Company	\$595	\$400	\$56	\$56	1.5x	10.5x	11.6x	7.7x
Potbelly Corporation	\$325	\$350	\$80	\$53	0.9x	6.1x	NM	4.7x
Shake Shack Inc.	\$2,680	\$517	\$163	\$96	5.2x	28.1x	34.5x	20.2x
Wingstop Inc.	\$4,333	\$239	\$126	\$65	18.2x	67.0x	56.7x	49.6x
Fast Casual Median					2.1x	10.7x	23.1x	9.8x
<i>Fine Dining</i>								
J. Alexander's Holdings, Inc.	\$172	\$205	\$66	\$14	0.8x	12.4x	NA	NA
Kona Grill, Inc.	\$37	\$137	\$14	\$12	0.3x	3.1x	NA	NA
Ruth's Hospitality Group, Inc.	\$661	\$329	\$67	\$70	2.0x	9.4x	NM	14.6x
Fine Dining Median					0.8x	9.4x	NM	14.6x
<i>Pizza</i>								
Domino's Pizza, Inc.	\$20,893	\$3,911	\$1,073	\$775	5.3x	27.0x	24.1x	22.7x
Papa John's International, Inc.	\$3,397	\$1,498	\$501	\$168	2.3x	20.2x	17.2x	14.8x
RAVE Restaurant Group, Inc.	\$10	\$10	\$7	\$1	1.0x	6.8x	NA	NA
Pizza Median					2.3x	20.2x	20.6x	18.7x

Public Comparable Companies – Restaurants (Cont.)

(\$ in millions)	Latest Twelve Months				TEV / LTM		TEV / EBITDA	
	TEV	Revenue	Gross Profit	EBITDA	Revenue	EBITDA	2020P	2021P
<i>Quick Service</i>								
Jack in the Box Inc.	\$3,966	\$987	\$297	\$419	4.0x	9.5x	8.5x	8.2x
McDonald's Corporation	\$211,990	\$19,095	\$9,788	\$10,620	11.1x	20.0x	20.7x	16.9x
Restaurant Brands International Inc.	\$31,833	\$5,089	\$2,927	\$1,933	6.3x	16.5x	16.8x	13.8x
Sonae Capital, SGPS, SA	\$396	\$329	\$36	\$15	1.2x	26.8x	13.7x	7.9x
The Wendy's Company	\$8,462	\$1,343	\$578	\$382	6.3x	22.1x	20.6x	19.0x
Yum! Brands, Inc.	\$37,921	\$5,603	\$2,708	\$1,869	6.8x	20.3x	21.2x	17.8x
Quick Service Median					6.3x	20.1x	18.7x	15.3x
Restaurants Median					2.0x	13.2x	18.3x	12.5x
TOTAL INDUSTRY MEDIAN					1.6x	11.6x	12.3x	10.3x

Source: Capital IQ.
Market Inputs as of September 30, 2020.
NA - Not Available.
NM - Not Meaningful.

Shields & Company

Shields & Company, Inc., founded in 1991, is a leading middle-market investment bank located in the Boston area providing corporate finance advisory services to privately-owned and closely-held businesses in North America. The Shields & Company team utilizes its in-depth experience and knowledge to provide creative, thorough, and professional financial advice. We are committed to providing senior-level, objective financial advice for our clients. We embrace a corporate philosophy where our clients' goals come first and, as a result, we design and execute tailored processes that maximize shareholder outcomes and exceed client expectations more than 90% of the time.

Our partners have Wall Street experience and sit on the Boards of Directors of various public and private companies, and are therefore sensitive to the fiduciary and governance responsibilities confronting leaders in the current era of increased corporate responsibility.

SERVICES

Mergers & Acquisitions	Debt Raising	Corporate Advisory	Valuations
Due Diligence Processes	Bank Debt	Acquisitions	409A & ASC 718
Selective Buy-Side Advisory	Mezzanine Debt	Corporate Divestitures	Fairness Opinions
Sell-Side Advisory		Corporate Governance	Goodwill Impairment
		Joint Ventures	Purchase Allocation
			Securities Valuation

INDUSTRIES

Business Services	Consumer, Food, & Beverage	Healthcare & Human Services	Industrial Products & Services	Niche Manufacturing	Specialty Distribution
					

CONTACTS



Chris Nicholas
Managing Partner
cnicholas@shieldsco.com



Darwin Olympia
M&A – Managing Director
dolympia@shieldsco.com



Evan Ricker
M&A – Director
evan@shieldsco.com



Rich Newman
Head of Valuation
rnewman@shieldsco.com



Tom Shields
Founder