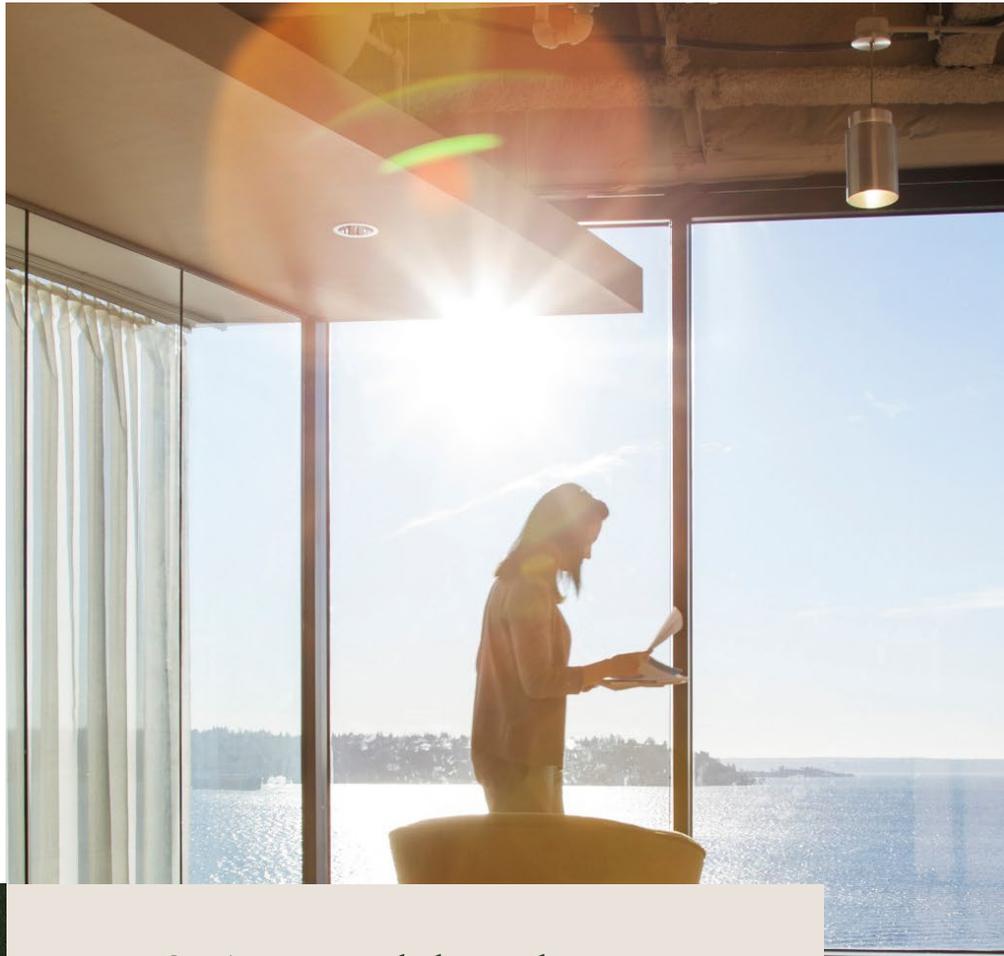




RICHTER
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M&A Lookback on the North American Food Sector 2025

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2025 M&A LOOKBACK

TRANSACTION OVERVIEW OF THE NORTH AMERICAN FOOD SECTOR

M&A activity in the North American food sector remained selective throughout 2025, shaped by cautious buyer behavior amid continued macroeconomic and policy uncertainty.

Timing and fit emerged as the primary drivers of unsuccessful transactions this year. As part of our [2025 North American Food Sector Survey](#), Richter surveyed over 150 executives from private middle value chain food companies. Nearly half of those who engaged in M&A discussions but did not complete a transaction cited economic uncertainties and strategic alignment as the main reasons deals did not proceed. The negotiation process, while still a challenge for operators, was a lesser concern in 2025, with 31% fewer respondents identifying it as the primary reason for an unsuccessful outcome.

This sentiment was reflected in the quarterly pattern of M&A activity observed in 2025. Total reported deal count declined to 441 transactions, with average disclosed transaction value decreasing to approximately \$82 million for the year. Activity was relatively stable in the first half—Q1 and Q2 recorded 115 and 121 transactions, respectively, at average values of \$84 million and \$79 million—before a pronounced slowdown in the third quarter.

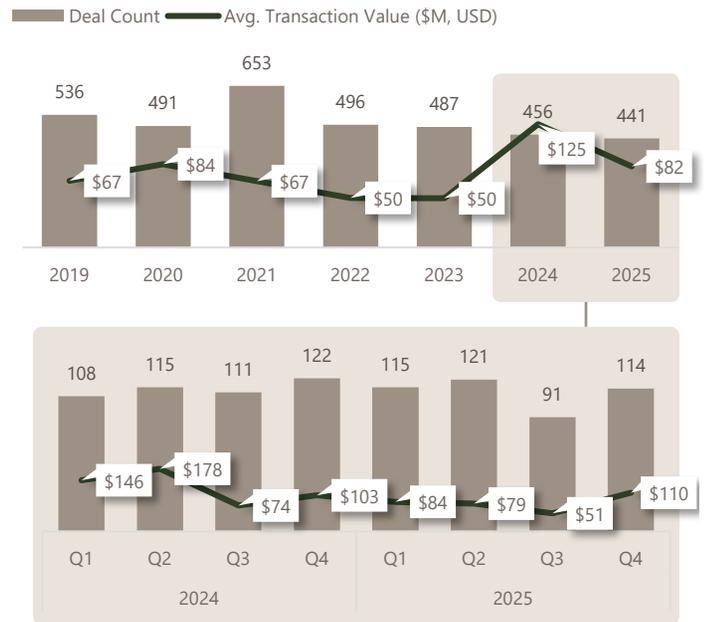
Q3 2025 saw deal volume fall to 91 transactions and average transaction value decline to \$51 million, driven by heightened tariff and trade uncertainty that delayed buyer decisions and extended diligence timelines. As market conditions stabilized, activity rebounded in Q4, with 114 transactions and a recovery in average transaction value to approximately \$110 million, signaling renewed buyer engagement toward year-end.

The fourth-quarter recovery was further underscored by several notable, large-scale transactions. In December 2025, Richardson International acquired Ronzoni for approximately \$375 million,

highlighting continued strategic interest in scaled, branded staple food platforms with established North American distribution. Earlier in the quarter, Wonder Group acquired Spycy for approximately \$186 million, reflecting ongoing investor appetite for technology-enabled and innovation-driven food concepts that align with evolving consumer preferences and operational efficiency initiatives.

North American Food Sector M&A Transactions^{1,2} 2019-2025

Reported Deals in Capital IQ & Pitchbook



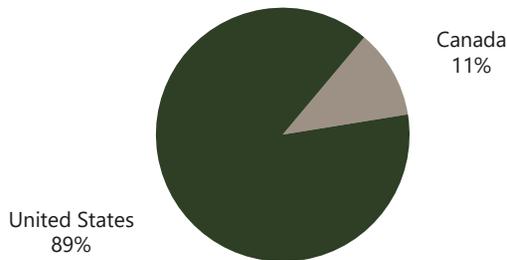
Notes: [1] Food industry defined as Food Distributors and Food Products (excluding Animal Feed) within Pitchbook and Capital IQ databases. Beverages are excluded. [2] Average transaction value excludes deals with no disclosed value (i.e., \$0) and only considers transactions valued below \$500M. Sources: Pitchbook, Capital IQ

2025 M&A LOOKBACK

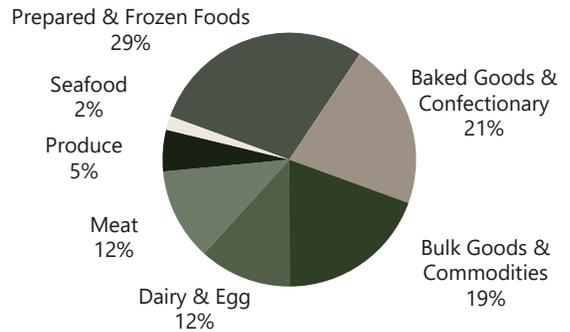
NOTABLE TRANSACTIONS IN THE NORTH AMERICAN FOOD SECTOR

In 2025, North American food transactions were predominantly concentrated in the US, with the prepared and frozen foods, and baked goods and confectionary sectors experiencing highest activity.

2025 North American Food Transactions¹, By Country



2025 North American Food Transactions², By Segment



SELECT 2025 TRANSACTIONS (\$M, USD)

Announced Date	Target	Target HQ	Target Description	Buyer	Buyer HQ
Prepared & Frozen Foods					
04/08/2025	Ebolala Foods		Mfg. of breakfast food	EM California Food	
11/12/2025	McCrums		Mfg. of frozen food	McCrums	
Bulk Goods & Commodities					
02/06/2025	ABOVE FOOD INGREDIENTS MADRID, SPAIN		Mfg. of food ingredients	Palm Global	
10/22/2025	INTERNATIONAL SPICES		Mfg. of spices	WOODLAND FOODS	
Dairy & Egg					
06/02/2025	RUMANO		Mfg. of cheese products	RUMANO	
12/01/2025	MAPLE HILL		Mfg. of dairy products	MAPLE HILL	
Meat					
03/07/2025	SMOKEY		Mfg. of sausage products	B Protein Brands	
07/09/2025	Western Smokehouse Partners		Mfg. of protein products	Monogram Capital	
Baked Goods & Confectionary					
04/30/2025	MARY'S COOKIES		Mfg. of organic GF crackers	Dare	
09/17/2025	Favours to Earth		Mfg. of sweet baked goods	FENGATE	
Produce					
09/29/2025	WETZEL SONS		Tomato producer	LIPMAN family farms	

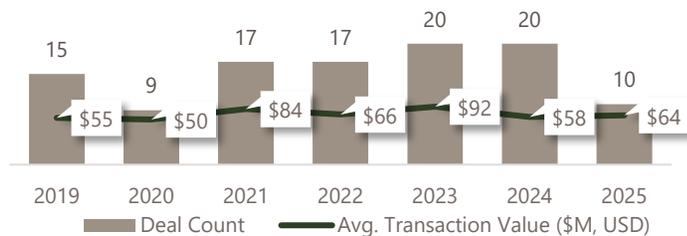
Notes: [1] Data from Pitchbook and Capital IQ. [2] CapitalIQ data only.
 Sources: Pitchbook, Capital IQ

2025 M&A LOOKBACK

VALUATION TRENDS IN PRIVATE EQUITY-BACKED M&A IN NORTH AMERICA

Private equity-backed M&A in the North American food sector remained selective in 2025, with 10 reported transactions and an average disclosed transaction value of approximately \$64 million. This represents a moderation from 2023 and 2024, where 20 transactions were recorded each year, reflecting a more cautious deployment of capital amid continued valuation discipline and heightened underwriting standards.

Select Private Equity-Backed Company Food M&A^{1,2}
 Transactions, 2019-2025
Reported deals in GF Data with disclosed valuation multiples



Despite lower deal volume, valuation multiples remained relatively stable, with TEV/EBITDA averaging 7.5x in 2025, broadly in line with long-term historical ranges. The data suggests that buyers continue to place a premium on high-quality, well-positioned assets, even as overall transaction activity softened.

By deal size, larger transactions command higher valuation premiums, with enterprises in the \$100–500 million TEV range achieving average TEV/EBITDA multiples of approximately 9.8x, compared to 7.1x–7.8x for smaller transactions below \$100 million. This aligns with [our 2025 survey findings](#), where respondents identified channel penetration, product and capacity expansion, and the addition of new capabilities as the most attractive attributes in an acquisition target.

The premium also reflects the value placed on scale, platform readiness, and more institutionalized operating frameworks, including established management teams, formalized succession planning, and robust financial reporting systems, within the food manufacturing, wholesale, and distribution segments.

Select Private Equity-Backed Food Manufacturing, Wholesale and Distribution¹ Multiples (\$M, USD), 2019-2025^{1,2}
Reported deals in GF Data with disclosed valuation multiples

BY YEAR	2019	2020	2021	2022	2023	2024	2025
TRANSACTIONS	15	9	17	17	20	20	10
AVG TEV	54.9	49.5	83.9	65.8	91.9	57.9	63.6
TEV / REV	1.1x	1.1x	1.5x	1.6x	1.1x	1.3x	1.6x
TEV / EBITDA	7.1x	7.0x	7.8x	9.1x	7.7x	8.0x	7.5x

BY TEV (PAST 7 YEARS)	\$10-25M	\$25-50M	\$50-100M	\$100-500M
TRANSACTIONS	25	30	31	22
AVG TEV	18.0	36.4	67.0	174.1
TEV / REV	1.3x	1.0x	1.4x	1.7x
TEV / EBITDA	7.1x	6.9x	7.8x	9.8x

Notes: [1] NAICS 311 (excluding animal feed) and 4244 in GF Data. [2] 2025 data may not reflect all transactions, as deals continue to be added to the database.
 Sources: GF Data

HOW RICHTER SUPPORTS OWNERS PLANNING THE NEXT CHAPTER

RICHTER WORKS WITH PRIVATE FOOD SECTOR OPERATORS TO HELP THEM PREPARE, TRANSITION, AND REALIZE VALUE WHILE PROTECTING CUSTOMERS, EMPLOYEES, SUPPLY PARTNERS, AND LONG-TERM LEGACY

<p>STRATEGY & MARKET ENTRY ADVISORY</p>	<p>POSITIONS THE BUSINESS FOR MULTIPLE SUCCESSION OUTCOMES</p> <ul style="list-style-type: none"> • Clarify long-term succession and liquidity objectives • Assess internal succession versus partnership or sale alternatives • Identify initiatives to improve scalability, continuity, and resilience • Strengthen leadership, governance, and organizational depth
<p>VALUATION & VALUE LEVERS</p>	<p>PROVIDES CLARITY ON VALUE AND BUYER EXPECTATIONS</p> <ul style="list-style-type: none"> • Independent valuation for succession and transaction planning • Assess value under alternative ownership and transaction scenarios • Benchmark against comparable food sector businesses and transactions • Identify key value drivers, risks, and improvement opportunities
<p>SELL-SIDE TRANSACTION ADVISORY</p>	<p>MAXIMIZES VALUE THROUGH A CONTROLLED PROCESS</p> <ul style="list-style-type: none"> • Identify and engage strategic and financial buyers • Position the business around growth, stability, and continuity • Manage buyer discussions, proposals, and negotiations • Support through diligence, documentation, and closing
<p>DEAL STRUCTURING & TAX PLANNING</p>	<p>OPTIMIZES AFTER-TAX OUTCOMES</p> <ul style="list-style-type: none"> • Evaluate alternative transaction and ownership structures • Integrate tax considerations into succession planning • Plan for phased exits and ongoing income needs • Align on corporate, personal, and estate planning considerations
<p>PERSONAL WEALTH & LEGACY PLANNING</p>	<p>PROTECTS LONG-TERM FINANCIAL SECURITY</p> <ul style="list-style-type: none"> • Post-transaction wealth and investment strategy • Estate and legacy planning for owners and families • Governance and next-generation considerations • Coordination of personal insurance, tax, and financial planning

Assess your transaction readiness using [our sales readiness tool](#), or refer to page 6 to arrange a confidential discussion with our team.

OUR FOOD SECTOR EXPERIENCE

OUR FIRM HAS 200+ AUDIT, TAX AND ADVISORY RELATIONSHIPS WITH CLIENTS IN THE FOOD INDUSTRY

200+ Food Sector Clients

CLIENTS BY CATEGORY

RAW 44	READY-TO-USE 66	PREPARED 85	RESTAURANT / FOOD SERVICES 45
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CLIENTS BY SECTOR

PRODUCE 32	BAKED / CONFECT. 49	MEAT 38	BEVERAGES 29
BULK / COMMODITY 39	SEAFOOD 17	FROZEN FOODS 21	DAIRY 17

Past Industry Studies:

[2024 North American Food Sector Study](#)

[2025 North American Food Sector Study](#)

Past Articles:

[Labour Challenges in the Food Industry: 2025 Insights](#)

[How Canadian Food Manufacturers are Responding to US Tariffs](#)

[M&A Lookback on the North American Food Sector 2024](#)



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ABOUT RICHTER

Richter is a **Business | Family Office** providing strategic advice on business matters and on families' financial objectives across generations.

Driven to help business owners build long-lasting legacies, we bridge the gap between family and business interests. Each demands a particular way of thinking, and the way we integrate these two areas ensures entrepreneurial success.

Richter is uniquely positioned to advise the most successful entrepreneurs, private clients, business owners and business families, helping them shape their legacy for the future.

Thank you!