

A high-angle photograph of a dining table with various dishes, drinks, and a person's hand. The table is white with a gold rim. In the center, there is a light blue cup of coffee with a heart-shaped latte art on a matching saucer. To the left, a bowl contains a salad with kiwi, banana, and other ingredients. To the right, there are glasses of orange juice and a glass of a light-colored beverage with a straw. A person's hand with red nail polish is visible in the foreground, holding a fork. The background shows a person's legs in white boots and blue jeans.

EUROPEAN AND DUTCH FOOD & BEVERAGES MARKET

MARKET RESEARCH

26 AUGUST 2024

PREFACE

The study

We have conducted an extensive study containing market dynamics, trends, analyses of key market players, valuation multiples, M&A developments, and European market expectations. This study divides the market into 11 key Food & Beverages segments.

The purpose

Our market study is designed to offer a comprehensive analysis of the current state and future trends within the Food & Beverages market in Europe and The Netherlands. It provides valuable insights for stakeholders across the industry, underpinned by robust research methodologies that combine quantitative data with qualitative insights from industry experts.

The market

The dynamic and multisegmented Food & Beverages market is crucial to the global economy, culture, and societal well-being. The market is undergoing significant transformations amid evolving consumer preferences, technological advancements, and regulatory changes. Health consciousness, sustainability, and digitalisation are at the forefront of these changes, driving innovation and reshaping traditional business models.

Outlook

We believe the consolidation in the Food & Beverages market is underway, with M&A momentum remaining strong, as companies adapt to changing market dynamics, consumer preferences, and regulatory landscapes.

Are you interested in what this might mean to your business? Feel free to contact us.



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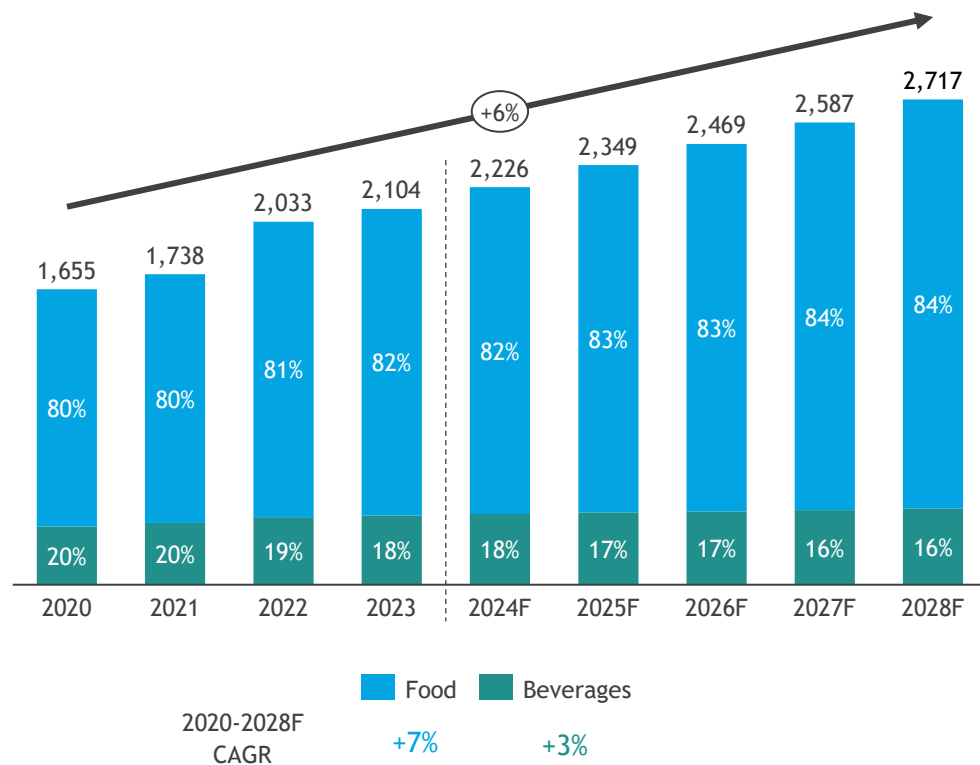
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Valuation analysis

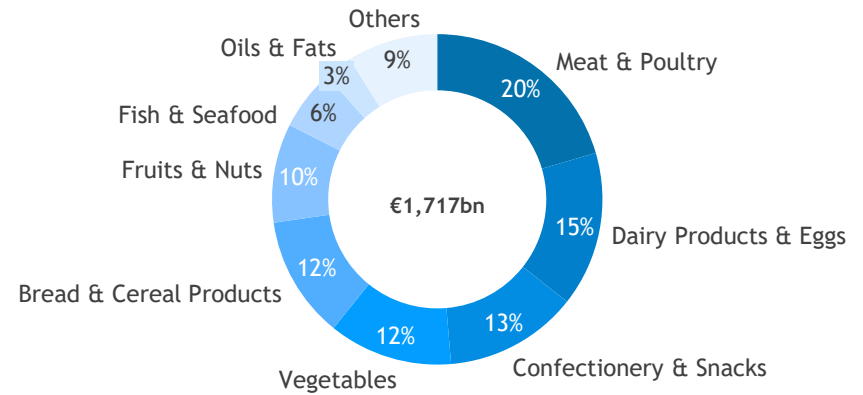
EXECUTIVE SUMMARY (1/4)

In 2023, the European Food & Beverages market reached €2,104bn in revenues, with the Meat & Poultry and Alcoholic Beverages segments representing the largest shares at 20% and 51% of their segments

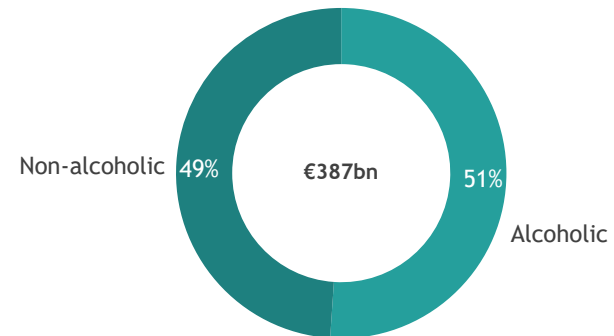
European Food & Beverages market size (revenue) and dynamics, €bn



European Food market distribution by segment in 2023¹



European Beverages market distribution by segment in 2023



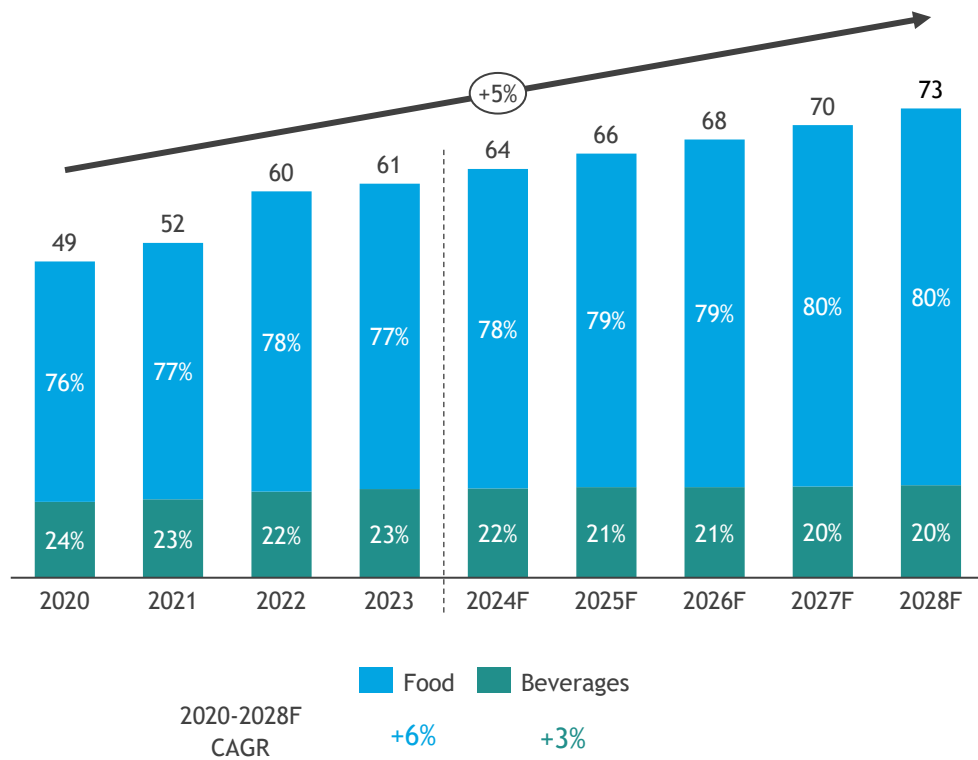
Source: BDO Centers analysis

Notes: (1) Certain figures in the chart have been rounded. Accordingly, the total percentage may not be an exact arithmetic aggregation of the preceding figures and not equal 100%

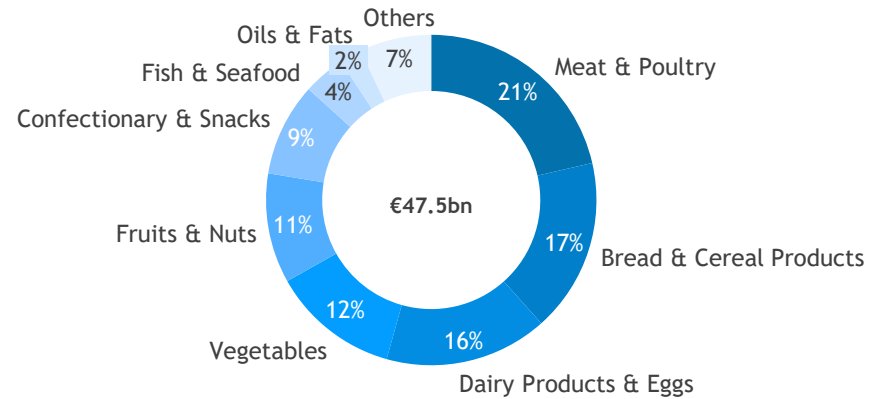
EXECUTIVE SUMMARY (2/4)

In 2023, the Dutch Food & Beverages market reached €61bn in revenues, with the Meat & Poultry and Non-alcoholic Beverages segments representing the largest shares at 21% and 54% of their segments

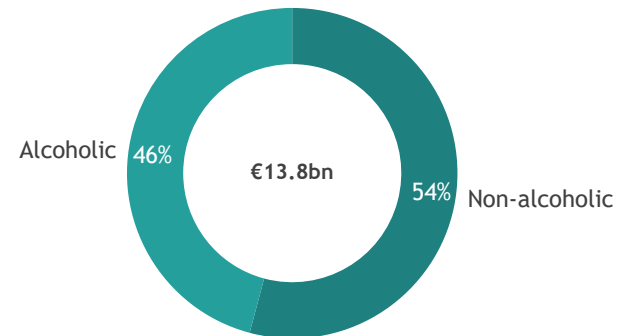
Dutch Food & Beverages market size and dynamics, €bn



Dutch Food market distribution by segment in 2023¹



Dutch Beverages market distribution by segment in 2023









Source: BDO Centers analysis

Notes: (1) Certain figures in the chart have been rounded. Accordingly, the total percentage may not be an exact arithmetic aggregation of the preceding figures and not equal 100%

EXECUTIVE SUMMARY (3/4)

The Food & Beverages market development is expected to be shaped by major trends and supportive drivers, as consumer preferences are shifting alongside ongoing technological advancements


Major trends in the Food market

 Adoption of circular economy approach within the food value chain	 Growing preference for alternative protein products	 Prioritisation of convenience in food purchasing and consumption
 The surge in sales and consumption of alternative milk options	 Enhancement of technology to create optimised eating solutions	 The rising popularity of nutritious food and healthy eating

Supportive drivers in the Food market

- 1 The growing importance of sustainable practices
- 2 Increase in households' disposable income
- 3 The rising number of Gen Z entering adulthood

Major trends in the Beverages market

 Growing popularity of functional beverages among consumers	 Increasing interest in craft drinks over mass-produced beverages	 Consumers' shifting preferences to low and non-alcoholic drinks
 Strong growth of ready-to-drink (RTD) beverages category	 Rising consumer demand for personalised beverages	 A shift away from sugar-sweetened beverages to zero-sugar ones

Supportive drivers in the Beverages market

- 1 Changing and diverse consumer preferences
- 2 Greater awareness of healthy consumption
- 3 Steadily increasing global population

Source: BDO Centers analysis

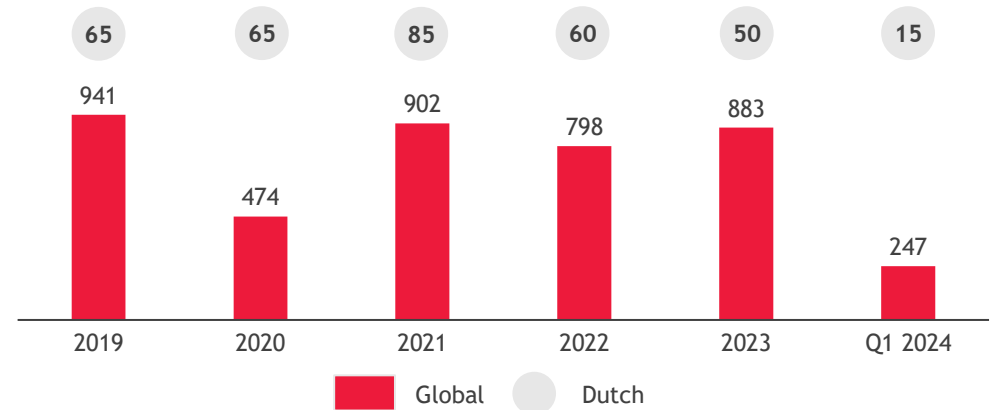
EXECUTIVE SUMMARY (4/4)

The European and Dutch Food & Beverages industry still possesses high potential for further consolidation despite a decline in the number of deals in 2022-2023 compared to 2021

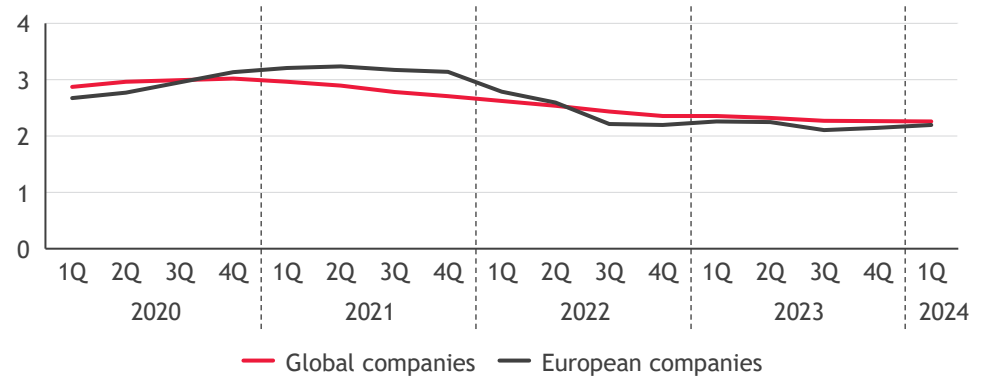
Selection of key players in the European Food & Beverages market

Alcoholic Beverages 	Non-alcoholic Beverages
Oils & Fats 	Meat & Poultry
Confectionery & Snacks 	
Dairy Products & Eggs 	Bread & Cereal Products
Other Food Products 	

Number of M&A deals in the global & Dutch Food & Beverages market



EV/Revenue multiples within the Food & Beverages industry



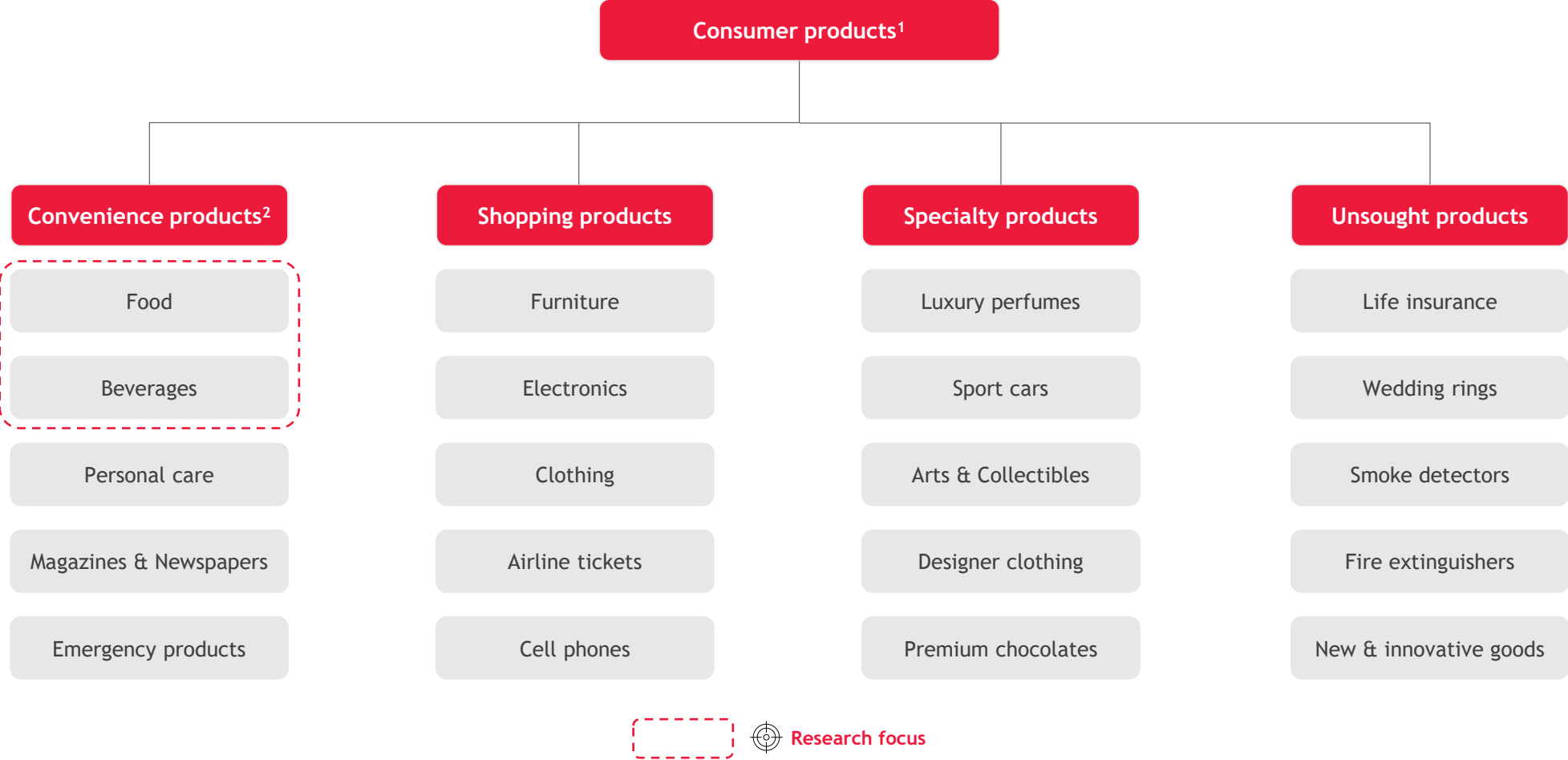
Source: BDO Centers analysis

MARKET ANALYSIS

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16. Food & Beverages consumption characteristics – the Netherlands

CONSUMER PRODUCTS MARKET SEGMENTATION

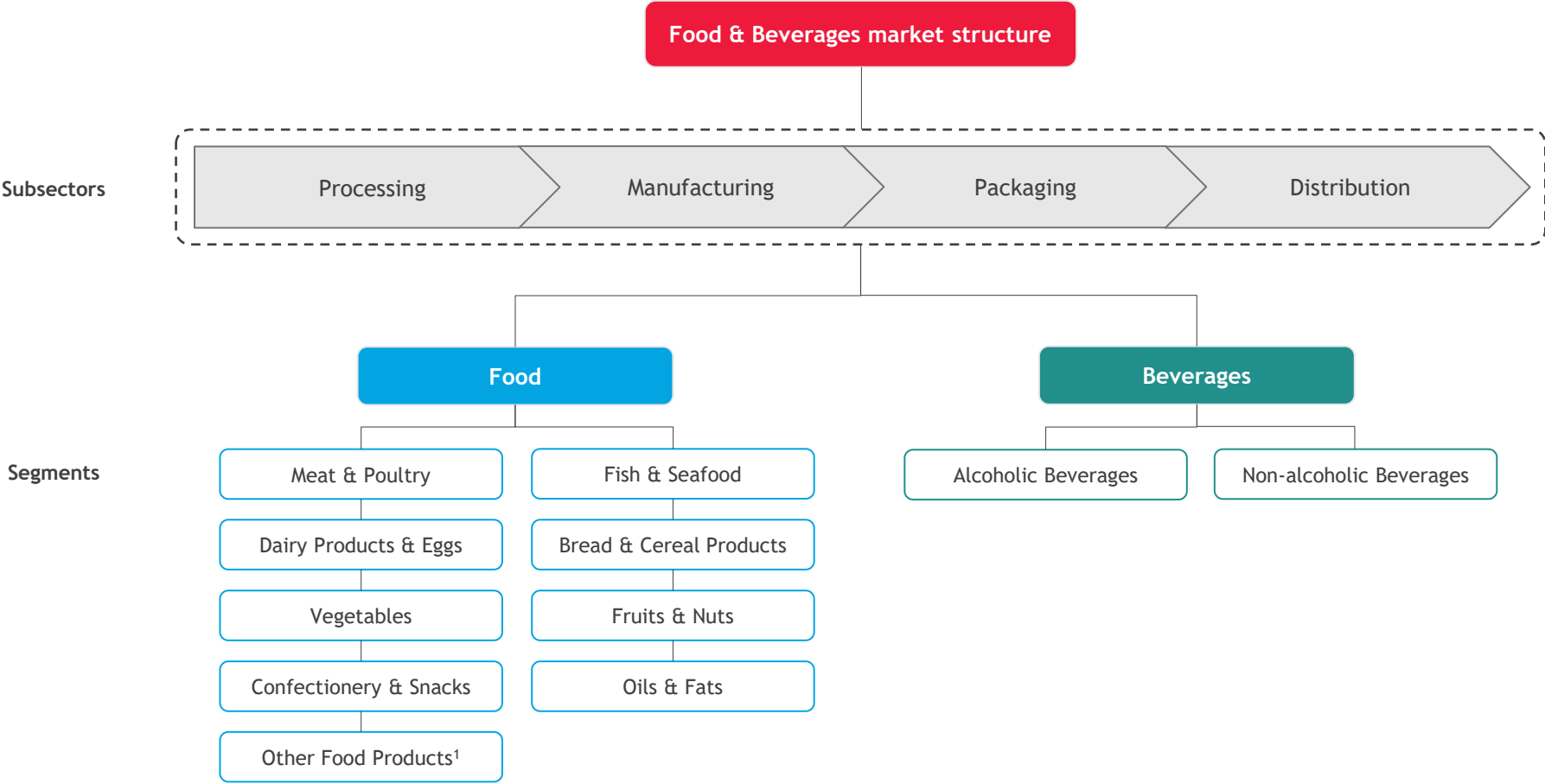
This study focuses on the Food & Beverages market, providing a comprehensive analysis of the market, emerging trends, valuation multiples, key market players, and recent M&A developments in Europe



Source: BDO Centers analysis
 Notes: (1) The list of categories in convenience, shopping, specialty and unsought products is not exhaustive; (2) Regularly bought with minimal effort non-durable consumer goods, typically low-priced

FOOD & BEVERAGES MARKET DEFINITION – SECTORS AND SEGMENTATION

The Food & Beverages market is quite diversified, comprising four essential subsectors and various segments depending on the type of product

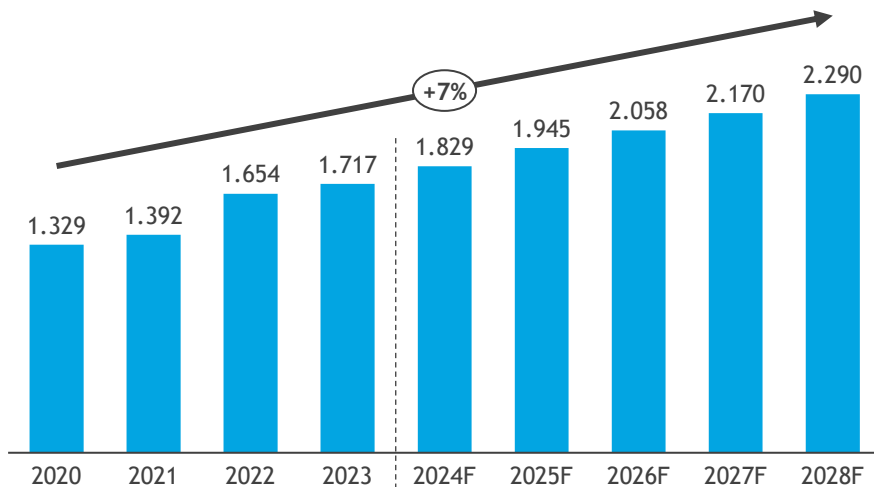


Source: BDO Centers analysis
 Notes: (1) This category includes convenience food, spreads, sweeteners, sauces, and spices

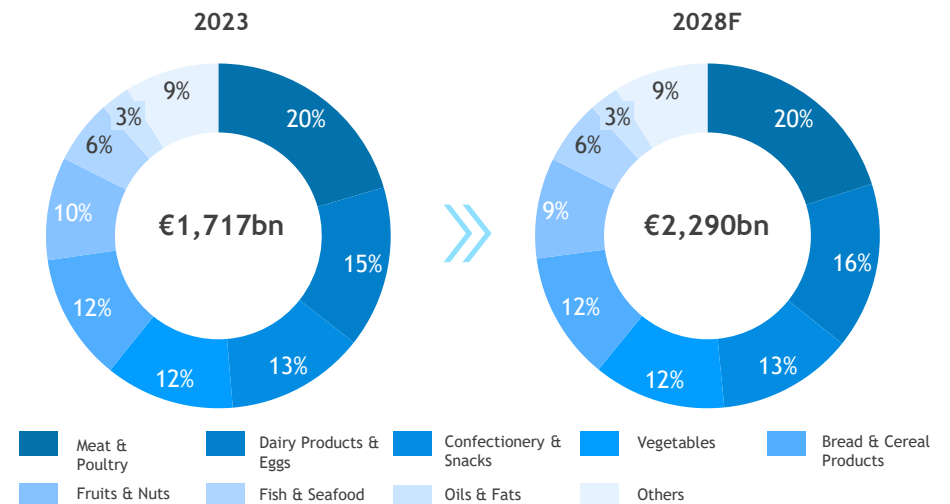
FOOD MARKET SIZE AND DYNAMICS – EUROPE

The European Food market is expected to reach €2,290bn in revenues in 2028, while the Meat & Poultry, Dairy Products & Eggs, and Confectionery & Snacks segments will remain the largest by consumption

European Food market size and dynamics, €bn



European Food market distribution by segment, €bn¹



- ▶ During 2020-2028, the European Food market is expected to grow at a CAGR of +7%, reaching €2,290bn in 2028. In 2022, the market experienced the highest YoY growth of 19% over the analysed period, driven by robust food price inflation related to the Russian invasion of Ukraine in early 2022
- ▶ In 2023, Germany, France, and Italy were among the leading countries in Europe in terms of Food market size. Several factors contributed to this, such as the large population, developed food retail networks, and high disposable income

- ▶ In 2023, the European Food market reached €1,717bn in size. During the same year, the top three largest food market segments in Europe were Meat & Poultry (with a share of 20%), Dairy Products & Eggs (15%), and Confectionery & Snacks (13%)
- ▶ In 2028, the distribution of the European Food market is anticipated to change slightly. However, such segments as Dairy Products & Eggs and Vegetables are expected to show the highest growth, each increasing by 0.4 p.p. in share, driven by the demand for organic food, clean eating and healthy consumption trends

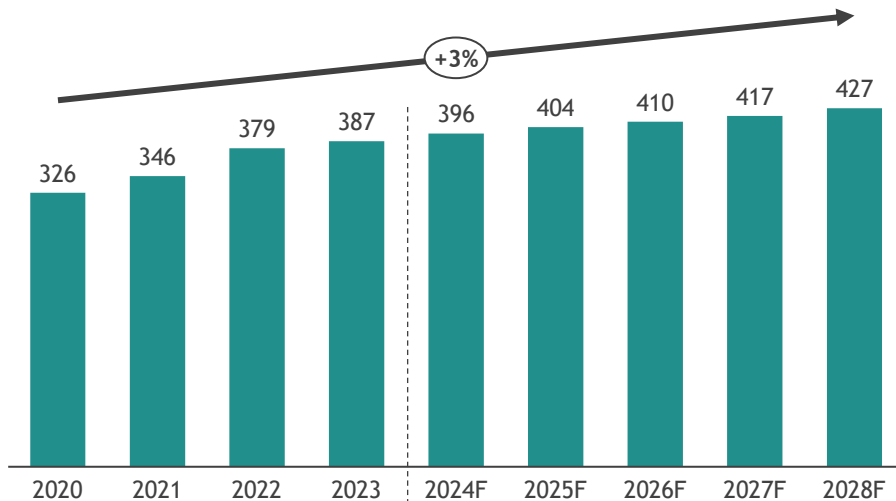
Source: BDO Centers analysis; Statista website; Media overview

Notes: (1) Certain figures in the chart have been rounded. Accordingly, the total percentage may not be an exact arithmetic aggregation of the preceding figures and not equal 100%

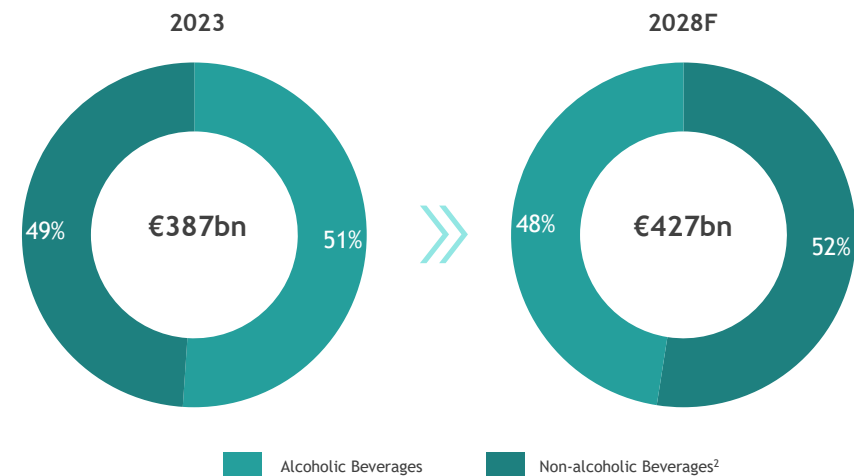
BEVERAGES MARKET SIZE AND DYNAMICS – EUROPE

The European Beverages market is expected to reach €427bn in revenues in 2028, with the Non-alcoholic Beverages segment accounting for 52% of the market

European Beverages market size and dynamics, €bn¹



European Beverages market distribution by segment, €bn



- ▶ In 2023, the European Beverages market remained the third largest in size globally, following Asia (€766bn) and the Americas (€586bn), respectively. The contribution of the European Beverages market to the global Beverages market stood at 20% in 2023, yet this share is expected to decrease to 18% by 2028
- ▶ The European Beverages market is expected to grow at a CAGR of +3% during 2020-2028, reaching €427bn by 2028. The market's growth drivers include diverse consumer preferences, a greater awareness of healthy consumption, and increasing population figures

- ▶ In 2023, the European Beverages market size reached €387bn. The Alcoholic Beverages segment held the major part of the market, accounting for a share of 51% during the same year. Among alcoholic beverages, beer and wine remained the most popular in Europe in 2023, amounting to €70.3bn and €69.3bn in market size, respectively
- ▶ By 2028, the distribution of the European Beverages market is expected to change, with Non-alcoholic Beverages holding 52% of the market. Such a shift is due to the substantial trend for sober and mindful drinking, driving the growth of low and non-alcohol drinks

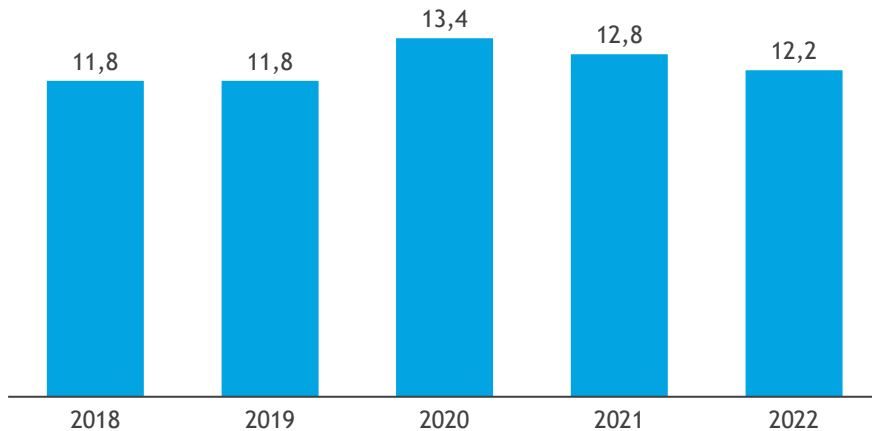
Source: BDO Centers analysis; Statista website; Media overview

Notes: (1) The market covers retail sales in super- and hypermarkets, eCommerce, convenience stores, and similar channels. At the same time, it does not include out-of-home sales in hotels and restaurants, sales by catering companies, as well as sales in cafés, bars, and similar hospitality service establishments; (2) The Non-alcoholic Beverages segment comprises non-alcoholic drinks and hot drinks (coffee, tea, and cocoa)

FOOD & BEVERAGES CONSUMPTION CHARACTERISTICS – EUROPE

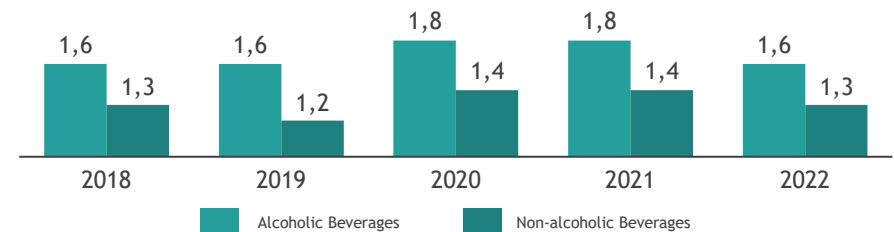
In 2022, Romania had the largest share of household food consumption among EU-27 countries, standing at 23.7%, while the average share in the EU was 12.2%

Share of household consumption expenditure for food, %¹



- ▶ During 2018-2022, the share of consumption expenditure for food in EU-27 countries fluctuated. Within the observed period, the share reached its peak at 13.4% in 2020, possibly due to rising food prices and lack of opportunity to purchase goods in other categories² owing to the COVID-19 pandemic and related mobility limitations
- ▶ In 2022, Romania reported the largest share of household food consumption among EU-27 countries, at 23.7%. Bulgaria and Lithuania were among the top three countries by share in food expenditure, with 18.9% and 18.0%, respectively

Share of household consumption expenditure for beverages, %¹



- ▶ The share of consumption expenditure for alcoholic beverages in EU-27 nations oscillated from 1.6% to 1.8% during 2018-2022. In 2022, Latvia, Estonia, and Poland were the top three countries by share of consumption expenditure for alcoholic beverages, with 4.6%, 4.2%, and 3.6%, respectively
- ▶ The share of consumption expenditure for non-alcoholic beverages in EU-27 nations varied from 1.2% to 1.4% in 2018-2022. In 2022, Croatia, Hungary, and Poland were leading countries in the EU by expenditure for non-alcoholic beverages, with 2.9%, 2.4%, and 2.3%, respectively

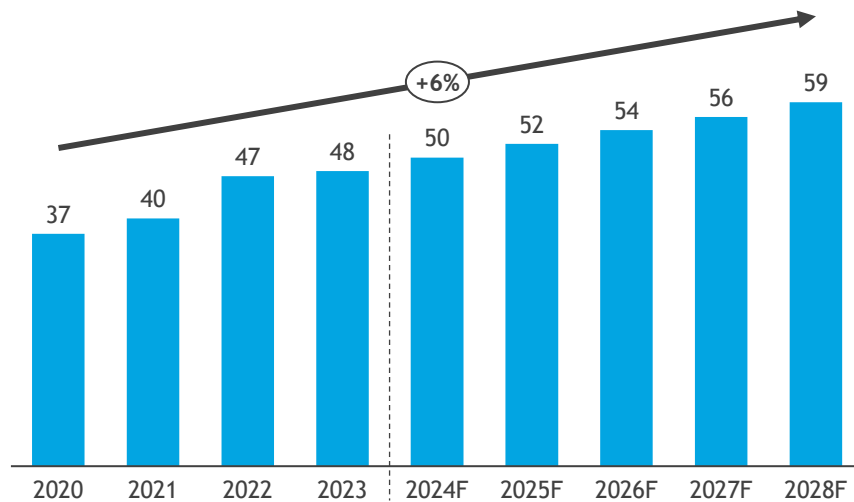
Source: Eurostat website

Notes: (1) Percentage of total consumption expenditures. The data is shown for EU-27 countries. The latest reporting period is 2022; (2) Stands for the opportunity to buy goods that were sold at physical stores or had little digital penetration

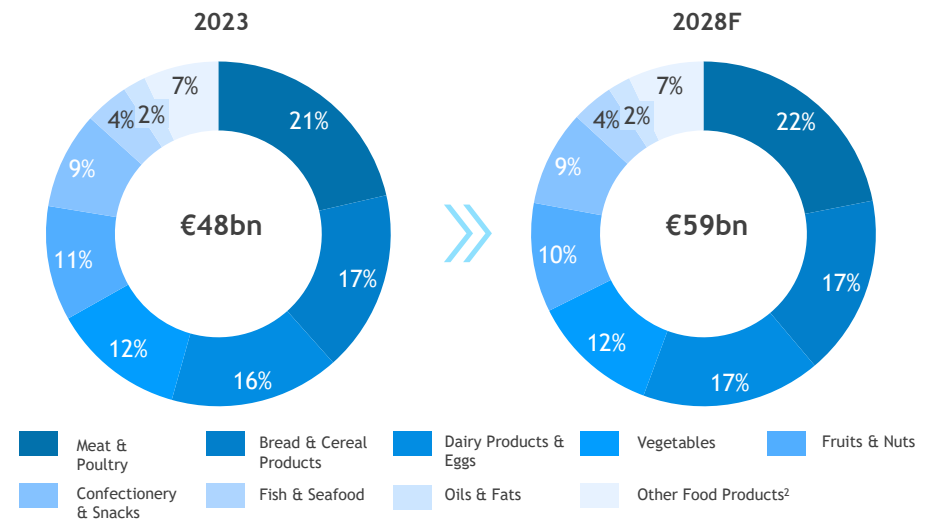
FOOD MARKET SIZE AND DYNAMICS – THE NETHERLANDS

The Dutch Food market is forecasted to reach €59bn by 2028, with the Dairy Products & Eggs and the Meat & Poultry segments experiencing the strongest growth compared to 2023

Dutch Food market size and dynamics, €bn



Dutch Food market distribution by segment, €bn¹



- ▶ During 2020-2028, the Dutch Food market is projected to grow at a CAGR of +6%, reaching €59bn by 2028. The growth is expected to be supported by changing consumer lifestyles, rising disposable incomes, and advances in food technology and production processes
- ▶ In 2023, the contribution of the Dutch Food market to the European Food market stood at 2.8%. The share of the Netherlands is projected to drop to 2.6% in 2028 due to its slower Food market growth compared to other European countries

- ▶ In 2023, the Dutch Food market reached €48bn in size. During the same year, the top three largest food market segments in the Netherlands were Meat & Poultry (with a share of 21%), Bread & Cereal Products (17%), and Dairy Products & Eggs (16%)
- ▶ In 2028, all market segments, except for Meat & Poultry, Dairy Products & Eggs, and Other Food Products, are expected to experience a drop or no change by share in the Dutch Food market compared to 2023. Meanwhile, the categories mentioned above are forecasted to grow by 0.5 p.p., 0.8 p.p., and 0.1 p.p., respectively

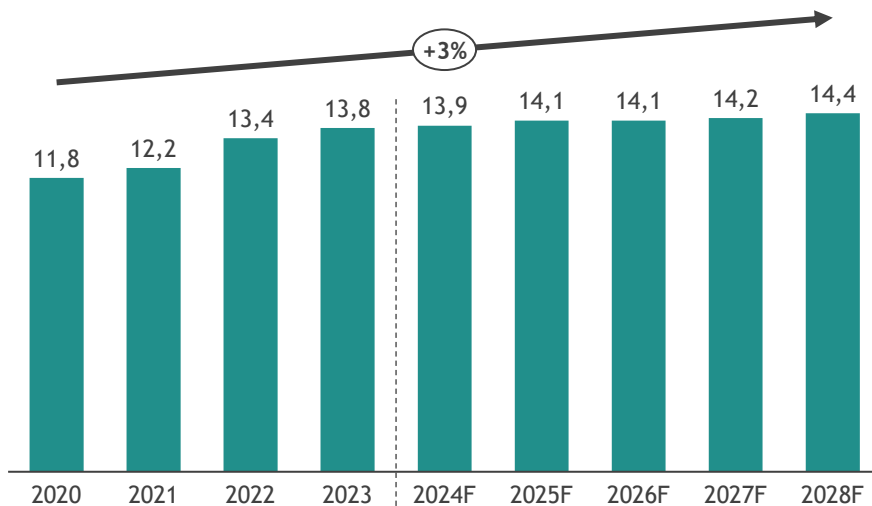
Source: BDO Centers analysis; Statista website; Media overview

Notes: (1) Certain figures in the chart have been rounded. Accordingly, the total percentage may not be an exact arithmetic aggregation of the preceding figures and not equal 100%; (2) This category includes convenience food, spreads, sweeteners, sauces, and spices

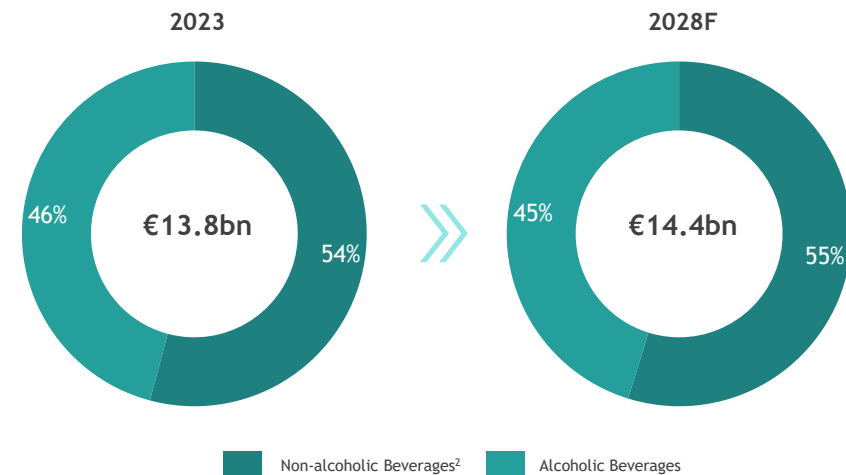
BEVERAGES MARKET SIZE AND DYNAMICS – THE NETHERLANDS

The Dutch Beverages market size is expected to reach €14.4bn by 2028, with the Non-alcoholic Beverages segment accounting for 55% of the market

Dutch Beverages market size and dynamics, €bn¹



Dutch Beverages market distribution by segment, €bn



- ▶ The Dutch Beverages market is expected to grow at a CAGR of +3% during 2020-2028, reaching €14.4bn by 2028. In particular, market growth will be driven by the developments in the Non-alcoholic Beverages segment
- ▶ In 2023, the share of the Dutch Beverages market in the European Beverages market stood at approximately 3.6% and is forecasted to drop slightly to 3.4% by 2028. Notably, the Netherlands' contribution to the European market will be significantly higher for beverages than for food

- ▶ In 2023, the Dutch Beverages market size reached €13.8bn. Unlike in Europe overall, the Non-alcoholic Beverages segment dominated the market in 2023, holding a 54% share. Among non-alcoholic beverages, soft drinks³ and coffee remained the most popular in 2023, amounting to €4.1bn and €1.8bn in market size, respectively
- ▶ In 2028, the share of Non-alcoholic Beverages in the Dutch Beverages market will continue to grow, reaching 55%. Such a shift towards the consumption of non-alcoholic beverages aligns with the global and European trends for sober and mindful drinking

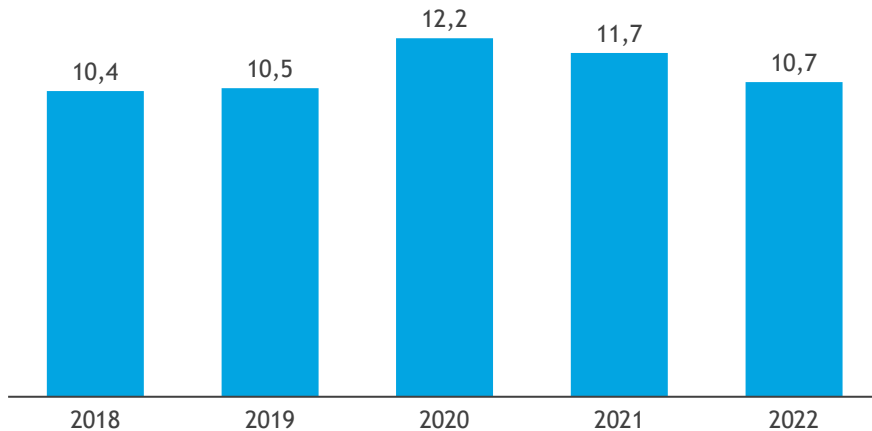
Source: BDO Centers analysis; Statista website; Media overview

Notes: (1) The market covers retail sales in super- and hypermarkets, eCommerce, convenience stores, and similar channels. At the same time, it does not include out-of-home sales in hotels and restaurants, sales by catering companies, as well as sales in cafés, bars, and similar hospitality service establishments; (2) The Non-alcoholic Beverages segment comprises non-alcoholic drinks and hot drinks (coffee, tea, and cocoa); (3) Soft drinks include carbonated soft drinks, non-carbonated soft drinks, and energy & sports drinks

FOOD & BEVERAGES CONSUMPTION CHARACTERISTICS – THE NETHERLANDS

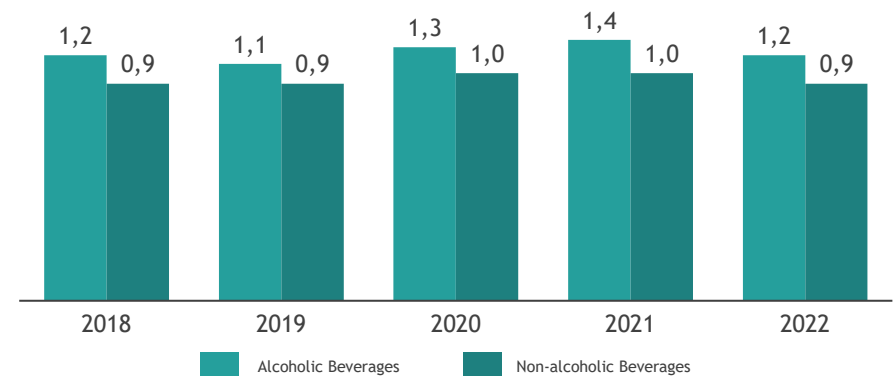
In 2022, the Netherlands had one of the lowest household consumption expenditures for food as well as alcoholic and non-alcohol beverages among EU-27 countries

Share of household consumption expenditure for food, %¹



- ▶ From 2018 to 2022, the share of consumption expenditure for food in the Netherlands changed slightly. In line with a general trend observed in EU-27 countries during the reported period, the share reached its maximum in 2020, standing at 12.2%
- ▶ In 2022, the country's share of consumption expenditure for food dropped to 10.7%. The Netherlands had one of the smallest shares among EU-27 countries in the same year. In particular, the Netherlands had almost the same share as other developed countries, such as Denmark (10.3%) and Germany (10.1%)

Share of household consumption expenditure for beverages, %¹



- ▶ In 2022, the share of consumption expenditure for alcoholic beverages in the Netherlands was one of the smallest among EU-27 countries, reaching only 1.2%, potentially owing to changing consumer preferences towards mindful drinking. Only Greece and Italy had smaller shares, with 1.0% and 0.9% of total consumption expenditures
- ▶ The share of consumption expenditure for non-alcoholic beverages in the Netherlands was one of the smallest among EU-27 countries in 2022, at 0.9%. In Belgium, Ireland, and Portugal, the share was almost identical, being 0.9%, 0.9% and 1.0%, respectively

Source: Eurostat website

Notes: (1) Percentage of total consumption expenditures. The latest reporting period is 2022

MARKET TRENDS & OPPORTUNITIES

- 18. Food market trends
- 20. Food market drivers & opportunities
- 21. Beverages market trends
- 23. Beverages market drivers & opportunities

FOOD MARKET TRENDS (1/2)

Nowadays, the Food market development is impacted by the circular economy practices, a heightened interest in meat alternatives, and the preference for convenient food purchasing and consumption

Major Food market trends

Adoption of circular economy approach within the food value chain



NapiFeryn is a Poland-based startup focused on obtaining protein from the waste during rapeseed oil production



Karma is a Sweden-based app that allows food retailers to sell their food waste to consumers for a considerably lower price

Brief description: In the EU, annual food waste reached around 59 million tonnes, with 37% generated within the food supply chain^{1,2}. The shift from a linear³ to a circular economy aims to decrease waste and increase resource value by promoting product reuse and recycling.

Impact: Food companies are committed to accelerating food donations, adopting reusable packaging, and implementing waste management solutions. In June 2024, the EU Council started discussing a target to cut food waste from processing and manufacturing by 10% by 2030.

Growing preference for alternative protein products



Better Nature is a UK-based company producing tempeh, a soybean product with high levels of protein and fibre



HeuraFoods is a Barcelona-located company, which offers 100% plant-based products available in over ten countries

Brief description: Due to a growing demand for healthy lifestyles and rising ethical concerns about animal welfare, consumers are turning to plant-based alternatives to animal protein. The European meat substitutes market has more than doubled in size since 2018, reaching €3.4bn in 2023.

Impact: Traditional meat producers are dealing with stricter regulations⁴ and increased competition in the low-price segment. Food companies are either consolidating and expanding their product lines to gain economies of scale or venturing into new markets.

Prioritisation of convenience in food purchasing and consumption



Sensei is a Portugal-based firm building autonomous stores, pods, and cabinets for more convenient product purchasing



European Convenience Food comprises brands producing high-quality and quick-to-prepare frozen products

Brief description: A lack of interest in cooking and busy lifestyles are leading individuals to opt for convenience food and more accessible shopping experiences. Globally, 60% of consumers eat convenience food once a week or more, while 20% consume it more than once a day⁵.

Impact: To meet the growing consumer demand for convenience and innovation, food companies are launching new products that vary in cuisine type, preparation style, portion size, and healthy additives, while also improving the in-store experience and embracing 'clean label' foods⁶.

Source: Statista website; Eurostat website; Companies' websites; Innova Market Insights – Consumer Trends: Global Convenience Eating – [April 2024]; EY – How alternative proteins are reshaping meat industries – [March 2023]; Media overview
Notes: (1) As of 2021; (2) Includes primary production, manufacture of food products and beverages, retail and other distribution of food; (3) 'Take-make-dispose' model, where resources are obtained, made into products and discarded; (4) Mainly aimed at enhancing animal welfare and enforcing hygiene standards; (5) According to Innova Market Insights, a Dutch-origin company that provides reports and data analytics in the Personal care and Food & Beverages sectors; (6) The concept of making a product using a few easily recognisable ingredients

FOOD MARKET TRENDS (2/2)

The Food market is also influenced by the increasing popularity of plant-based milk, the development of optimised eating solutions, and the acknowledgement of the need to implement proper nutrition habits

Major Food market trends

The surge in sales and consumption of alternative milk options



Joya, an Austrian brand and one of the first European dairy companies, refocused on alternative milk production



Alpro is a famous Belgium-based company offering a diverse range of plant-based milk alternatives

Brief description: Increased awareness about dairy allergens and lactose intolerance prompts consumers to opt for milk derived from legumes, nuts, and cereals. The European milk substitutes market has increased by over 2.5 times since 2018, reaching €3.6bn in 2023.

Impact: Conventional dairy products companies are expanding their product lines with milk alternatives to address the growing consumer preference for plant-based options. In April 2024, Lactalis Group reopened its production factory in Canada with a new plant-based beverage brand¹.

Enhancement of technology to create optimised food solutions



Pick Up Limes is a Dutch-based company offering a variety of recipes, meal advice, and planning solutions



Resto'Clock is a French manufacturer of pizza vending machines with the ability to prepare food in up to 4 minutes

Brief description: The advancement of food-related technologies, including apps, AI bots, and vending machines, brings new solutions for optimising eating. Consumers are looking for personalised food enhanced by technological and product innovations, as well as new sensory experiences.

Impact: Food manufacturers have increased efficiency through advanced machinery and automation, leading to faster production and less waste. Moreover, customer experience has improved through a personalised and interactive approach, including self-checkouts and digital menus.

The rising popularity of nutritious and healthy food



Lifesum is a Swedish-based app and platform aimed at supporting consumers in adopting proper nutrition habits



Nutrium is a Portugal-based provider of nutrition solutions that simplify dietitians' tasks and supports consumers

Brief description: Consuming nutritious food and essential vitamins and minerals benefits both physical health and mental well-being. Globally, 80% of consumers acknowledge the need to take better care of their mental well-being, while 86% hold the same view regarding their physical health².

Impact: 70% of food companies have implemented nutrition, health, and well-being strategies³. 82% of food retail and supplier companies employ dietitians³. At the same time, food retailers also hire more health professionals, such as nurses and medical doctors, on board.

Source: Companies' websites; Statista website; Ipsos – A New World Disorder? Navigating a Polycrisis. Key Takeouts for Food and Beverage Sector: Global Trends 2023 – [April 2023]; The Food Industry Association – Food Industry Contributions to Health and Well-Being 2024 – [February 2024]; Media overview
Notes: (1) In 2022, Lactalis Group closed a milk production facility in Canada to convert it into one that will manufacture plant-based dairy products; (2) The survey was conducted at the end of 2022, covering over 48,000 interviews across 50 markets; (3) The survey was conducted in October 2023 by the Food Industry Association

FOOD MARKET DRIVERS & OPPORTUNITIES

The Food market growth is driven by the rising focus on sustainable practices, higher disposable incomes in households, and the increasing number of Gen Z entering the workforce with spending power

Major Food market drivers & opportunities



The growing importance of sustainable practices

As environmental and ethical concerns intensify, consumers increasingly prioritise sustainability when making choices about foods, brands, and products. In 2023, **products making ESG-related declarations had an outsize growth in 11 out of 15 food categories** compared to conventionally marketed products. Additionally, in 2022, **products that were advertised as sustainable had a 17% market share, 3.3% up from 2015**



Increase in households' disposable income

The rising urbanisation level¹ usually leads to **increased households' disposable income²**, creates a more **extensive assortment of food for consumption**, and **reduces the reliance on homemade foods** consumed in rural areas. The increase in households' disposable income is expected to lead to the **growth in food consumption, especially of higher-value-added goods**. In 2023, the real gross disposable income of households per capita in the EU-27 countries stood at 110.8³



The rising number of Gen Z entering adulthood

Gen Z is reshaping how information about food is accessed and how food brands interact with consumers. **55% of Gen Z use social media to find new foods and recipes**, as well as **look for product reviews** before making purchases⁴. They prioritise sustainable and ethically sourced products, preferring organic and plant-based options. **52% of Gen Z prefer convenient and easy-to-make meals**, in contrast to 42% of Gen X⁴. Moreover, Gen Z's curiosity drives them to **discover global food** with innovative flavour combinations

Source: Eurostat website; World Bank website; Hartman Group – Taste of Tomorrow: Navigating Food Through the Eyes of Gen Z and Alpha – [2023]; BCG – Whetting Consumers' Appetite for Sustainable Foods – [2023]; McKinsey and NielsenIQ – Consumers Care About Sustainability And Back It Up With Their Wallets – [2023]; Media overview

Notes: (1) The share of the urban population in the EU increased from 73.0% in 2010 to 75.5% in 2022; (2) As people move to urban areas, their salary figures increase. After covering necessary expenses such as housing and food, urban households have more available funds to spend on other goods and services; (3) The basis index for the dataset was 100.0 and calculated in terms of the 2008 year; (4) According to study prepared by Hartman Group, a global food and beverage research firm

BEVERAGES MARKET TRENDS (1/2)

The Beverages market is being shaped by growing consumer demand for functional, low and non-alcoholic drinks, alongside craft spirits becoming more favoured over mass-produced options

Major Beverages market trends

Growing popularity of functional beverages among consumers



Collider is the UK-based producer of mood-boosting beer consisting of adaptogens and functional mushrooms



Three Spirit is a London-based company creating non-alcoholic functional and mood-enhancing drinks

Brief description: Consumers' demand for healthy and wellness products has increased the popularity of functional beverages, which are known for their ability to enhance energy levels, support immune function, as well as improve gut health and cognitive performance.

Impact: As consumers pay more attention to their mental and physical health, global sales of functional beverages are expected to grow by 7% each year through 2027¹. Functional drink makers are working on expanding flavour options and enhancing their marketing strategies.

Increasing interest in craft drinks over mass-produced beverages



Craft Beverages brings the best European craft breweries and wineries under its two labels: Craft Masters and Vinum Masters



Nogne is one of Norway's first producers of craft beer, focused on exploring new ingredients and flavours

Brief description: As more consumers opt for beverages with unique tastes and custom ingredients, craft spirits are gaining popularity over commercial options on a global scale. A craft drink is considered a higher-quality product than a mass-produced beverage.

Impact: The number of craft beer makers has grown in the last decade. During 2023-2032, the global craft beer market is expected to grow at a CAGR of +9%, reaching €272bn in 2032 and driven by the popularity of artisanal beers² and innovations in brewing and distribution³.

Consumers' shifting preferences to low and non-alcoholic drinks



Savyll is a London-based producer of premium non-alcohol cocktails that preserves the authenticity of flavours



Sense is a Barcelona-based retailer born in 2023, bringing a wide range of non-alcohol drinks to consumers in Spain

Brief description: The emergence of a mindful and purposeful drinking style has led to a significant shift in consumers' attitudes towards non-alcoholic drinks, especially for younger generations. For instance, 25% of millennials globally find low-, non-alcohol drinks highly appealing⁴.

Impact: Alcoholic beverage producers are targeting the non-alcoholic category by broadening their product portfolio or acquiring non-alcoholic brands. In January 2023, Dutch-based drinks company Lucas Bols acquired non-alcoholic spirits producer Flùère for approximately €1mn.

Source: Companies' websites; Glion – The Food and Beverage Trends Shaping Our World – [2024]; Publicis Sapient – Taking on 2024: Top Trends Shaping the Beverage Industry – [2024]; IMARC Group – Craft Beer Market: Global Industry Trends, Share, Size, Growth, Opportunity and Forecast 2024-2032 – [2023]; Powerhouse Studios – Drink Trends Report 2023 – [2023]; Finlays – Global Beverage Trends 2023 – [2022]; Media overview
Notes: (1) According to Euromonitor, an international provider of market research; (2) Craft beers produced by small breweries; (3) According to IMARC Group, a market research company; (4) Survey was conducted in 2022 among 50,420 millennials across 40+ markets by Globaldata Plc

BEVERAGES MARKET TRENDS (2/2)

Rising consumers' need for convenience, customised drinks, and physical well-being led to the growth of the RTDs, the increasing number of personalised offerings, and a shift to low or zero-sugar beverages

Major Beverages market trends

Strong growth of ready-to-drink (RTD) beverages category



Manchester Drinks is a supplier of a variety of innovative RTD solutions in the UK with a broad portfolio of products



Italy-based Vitoni offers refreshing RTD aperitifs consisting of two ingredients: white wine and tonic water

Brief description: After the ease of COVID-19 pandemic restrictions, the Beverages market showed an increased movement towards off-premise alcohol consumption. A growing number of consumers find prepared drinks one of the top choices due to the convenience of purchasing and drinking.

Impact: By 2027, the RTD category is projected to reach €38bn in ten key markets¹, driven by the growth in premium and cocktails/long drinks. Beverage makers are adding RTD options to their product lines. For instance, AB InBev and PepsiCo launched a 7Up RTD drink in Canada².

Rising consumer demand for personalised beverages



Berlin-based Roy Kombucha developed brewing kits, helping consumers craft their favourite kombucha at home



In May 2024, Diageo launched three new platforms, using AI to offer consumers cocktail advice based on preferences

Brief description: Consumers are heavily interested in tailoring beverages to their needs and preferences. Increased consumer demand for personalised drinks is boosting home beverage creation, with kombucha brewing kits and soda seltzer machines being popular purchases.

Impact: Drink manufacturers are rearranging their production strategies to meet the demand for unique flavour profiles and ingredients. Additionally, a growing number of AI-powered platforms generate personalised recommendations on blends based on individual preferences.

A shift away from sugar-sweetened beverages to zero-sugar ones



98% of A.G. Barr's Soft Drinks portfolio contains no or low sugar, with less than 5 grams of total sugars per 100 millilitres



In early 2024, Sanpellegrino launched a new line of zero-sugar sparkling drinks with four different flavours

Brief description: As more consumers care about their health and wellness, the shift from sugar-sweetened beverages to zero-sugar drinks is underway. Technological advancements have made it possible to create zero-sugar beverages with flavour profiles on par with standard sugary drinks.

Impact: Beverage companies are increasing investments in producing zero- or low-sugar drinks. In 2023, Pepsi reformulated its Pepsi Zero Sugar, adjusting its sweetener system, lowering caffeine, and removing ginseng. In Q1 2023, Monster Energy unveiled a sugar-free version of its flagship product.

Source: Companies' websites; Statista website; Publicis Sapient – Taking on 2024: Top Trends Shaping the Beverage Industry – [2024]; NielsenIQ – 5 Key Beverage Trends To Know In 2024 – [2024]; IWSR – RTDs Strategic Study 2023 – [2023]; Media overview

Notes: (1) According to an IWSR study in 2023, the ten key markets include Australia, Brazil, Canada, China, Germany, Japan, Mexico, South Africa, the UK, and the USA, which accounted for 83% of global RTD consumption with a total value of €32bn in 2022; (2) A strategic collaboration happened in Q1 2024 and focused on creating the alcoholic beverage within the RTD category

BEVERAGES MARKET DRIVERS & OPPORTUNITIES

The Beverages market is expected to be driven by the diversity and constant evolution of consumer preferences, a rising focus on health-conscious living, and global population growth

Major Beverages market drivers & opportunities



Changing and diverse consumer preferences

The Beverages market is experiencing a **robust increase in new products, brands, ingredients, and flavours**. The massive development and production of new alcoholic and non-alcoholic beverages is a result of **changing and diverse consumer preferences, needs, and taste**. The portfolio of new products ranges from mood-boosting beverages, RTD¹ cocktails, plant-based drinks, flavoured kombucha, low and non-alcoholic drinks, precision fermentation-based drinks, and others



Greater awareness of healthy consumption

46% of consumers globally ranked physical or mental wellness as one of their primary concerns in 2023². The growing awareness about wellness issues and healthy ageing spur the increased demand for **functional, enhanced and naturally beneficial beverages** containing vitamins, collagen, protein, probiotics, and other ingredients. Benefits offered by these products, along with scientific-backed marketing, will continue driving the niche in the future



Steadily increasing global population

In mid-November 2022, the global human population stood at 8.0 billion. By 2030, it is expected to reach 8.5 billion. The rapidly growing world population, rising global temperatures, and severe climate conditions are forecasted to increase the consumption of drinks. Beverage companies will need, thus, to consider **expanding their production lines capacity, exploring additional water resources, and implementing new technologies** in the manufacturing process

Source: BDO Centers analysis; Circana website; United Nations website; NielsenIQ – The Future of Beverages: Sustainable Practices and Wellness – [2023]; Media overview
Notes: (1) Ready-to-drink beverages; (2) According to NielsenIQ's 2023 Consumer Outlook

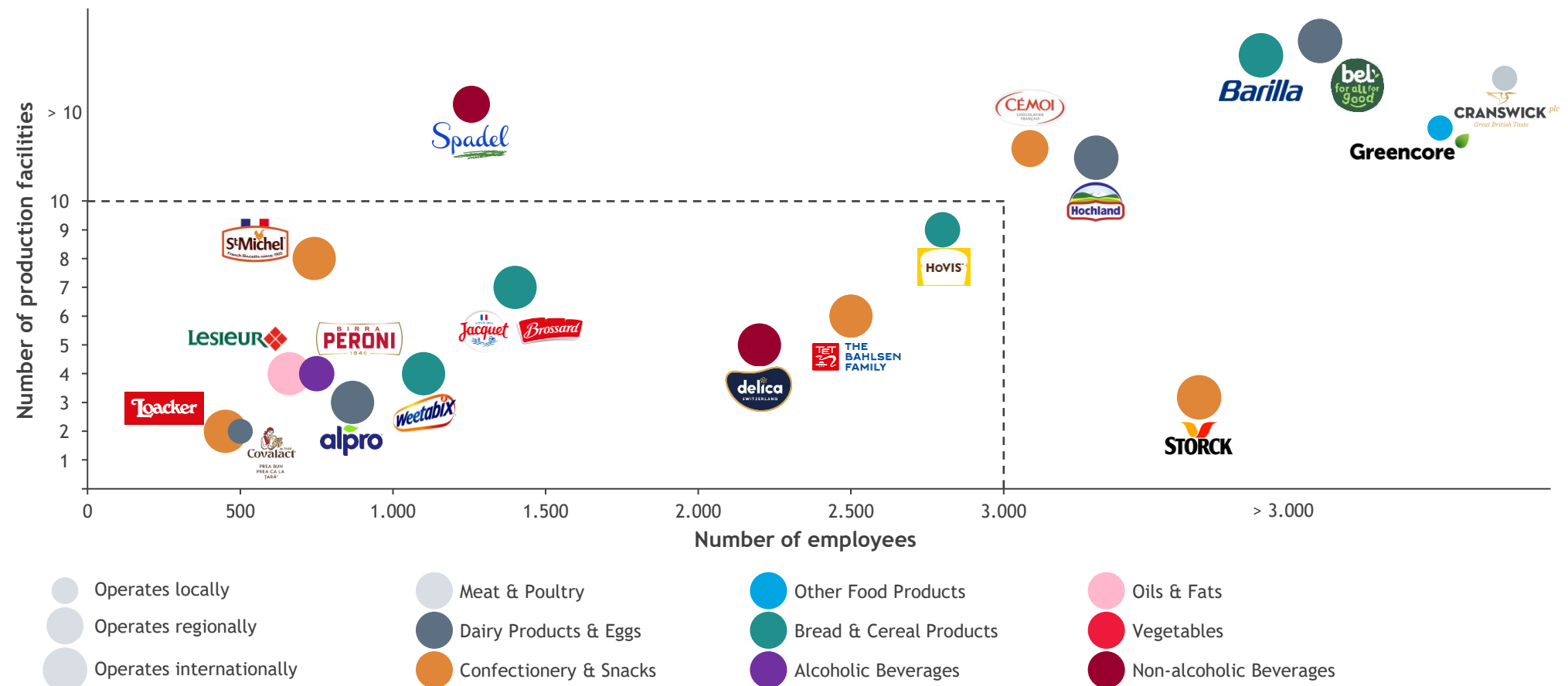
KEY MARKET PLAYERS

- 25. [Competitive landscape analysis – summary for Europe](#)
- 26. [Competitor analysis – selected companies in Europe](#)
- 28. [Competitive landscape analysis – summary for the Netherlands](#)
- 29. [Competitor analysis – selected companies in the Netherlands](#)

COMPETITIVE LANDSCAPE ANALYSIS – SUMMARY FOR EUROPE

The European Food & Beverages industry remains highly fragmented and is represented by a number of locally operating producers and large international players supplying both the EU and overseas countries























Competitive matrix of the European Food & Beverages market



Source: BDO Centers analysis

COMPETITOR ANALYSIS – SELECTED COMPANIES IN EUROPE (1/2)

Most European Food & Beverages market players established proprietary production facilities and effectively conduct international operations, all while prioritising the expansion of their product range





















										
Year of foundation	1975	1991	1865	1877	1903	1927	1899	1814	1886	1889
Country										
Employees¹	14,500	13,600	10,902	9,040	8,300	6,178	4,080	3,200	2,800	2,500
Ownership status	Public	Public	Private	Private	Private	Private	Private	Subsidiary	Private	Private
PE-backed	-	-	-		-	-	-	-		-
Operations	Local	Local	International	International	International	International	International	Regional	Regional	International
Production facilities	26	16	31	30	3	13	29	14	9	6
Facility locations²	UK	UK	France, Spain, Canada, Egypt, etc.	Italy, USA, Canada, UK, etc.	Germany	Germany, USA, France, Spain, etc.	UK, Spain, France, Italy, etc.	France, Poland, Côte d'Ivoire, USA, Spain	UK	Germany, Poland, Netherlands
Subsectors³	Food Processing, Manufacturing, Packaging	Food Manufacturing, Packaging, Distribution	Food Processing, Manufacturing, Packaging	Food Manufacturing, Packaging, Distribution	Food Manufacturing, Packaging, Distribution	Food Processing, Manufacturing, Packaging	Food Processing, Manufacturing, Distribution	Food Processing, Manufacturing, Packaging	Food Processing, Manufacturing, Packaging, Distribution	Food Manufacturing, Packaging
Segments⁴	Meat & Poultry, Other Food Products	Other Food Products	Dairy Products & Eggs, Fruits & Nuts	Bread & Cereal Products, Other Food Products	Confectionery & Snacks	Dairy Products & Eggs	Oils & Fats, Other Food Products	Confectionery & Snacks	Bread & Cereal Products	Confectionery & Snacks
Product portfolio⁵	Pork, chicken, gourmet sausages, cooked meats	Sandwiches, prepared meals, puddings	Cheese, fruit snacking, plant-based products	Pasta, ready-made sauces, pastries, biscuits	Chocolates, candies, bars	Cheese varieties	Bread, pastry, margarine, culinary oils and fats	Chocolate varieties	Bread varieties, pancakes, muffins	Biscuits, wafers, cakes, sweet snacks, organic fruit & nut bars

Source: Companies' websites; LinkedIn website; Pitchbook website

Notes: (1) The number of employees is sourced from the company's website or LinkedIn. Figures provided in the table are approximate and may vary; (2) If the company has more than five facility locations, 'etc.' is used to indicate the presence of additional locations; (3) The list is not exhaustive and is based on available information; (4) Among the nine segments defined; (5) The list is not exhaustive and highlights only primary products the company makes

COMPETITOR ANALYSIS – SELECTED COMPANIES IN EUROPE (2/2)

Most European Food & Beverages market players established proprietary production facilities and effectively conduct international operations, all while prioritising the expansion of their product range

										
Year of foundation	2021	2011	1980	1932	1980	1846	1905	1908	1969	1925
Country										
Employees¹	2,200	1,400	1,310	1,100	868	750	742	660	500	451
Ownership status	Subsidiary	Subsidiary	Public	Subsidiary	Subsidiary	Subsidiary	Private	Subsidiary	Subsidiary	Private
PE-backed	-	-	-	-	-	-	-	-	-	-
Operations	International	International	Regional	International	International	Regional	International	International	Local	International
Production facilities	5	7	19	4	3	4	8	4	2	2
Facility locations	Switzerland	France, Belgium	Belgium, France, Bulgaria	UK	Belgium, France, UK	Italy	France	France	Romania	Italy, Austria
Subsectors²	Food Processing, Manufacturing, Packaging	Food Manufacturing, Packaging, Distribution	Food Manufacturing, Packaging	Food Manufacturing, Packaging	Food Processing, Manufacturing, Packaging	Food Processing, Manufacturing, Packaging	Food Manufacturing, Packaging	Food Manufacturing, Packaging	Food Processing, Manufacturing, Packaging	Food Manufacturing, Packaging, Distribution
Segments³	Non-alcoholic Beverages, Confectionery & Snacks	Bread & Cereal Products	Non-alcoholic Beverages	Bread & Cereal Products, Non-alcoholic Beverages	Dairy Products & Eggs	Alcoholic Beverages	Confectionery & Snacks	Oils & Fats, Other Food Products	Dairy Products & Eggs	Confectionery & Snacks
Product portfolio⁴	Coffee products, chocolate, chewing gums	Bread varieties, pastries, waffles	Mineral waters, spring waters, soft drinks	Cereals, mueslis, porridges, cereal bars, on-the-go drinks	Milk varieties, yogurt, plant-based drinks, desserts	Beers	Galettes, madeleines, brownies	Oils, sauces, condiments, dressings	Cheese, yoghurts, dairy drinks, milk, sour cream, butter	Wafers, chocolate, pastries

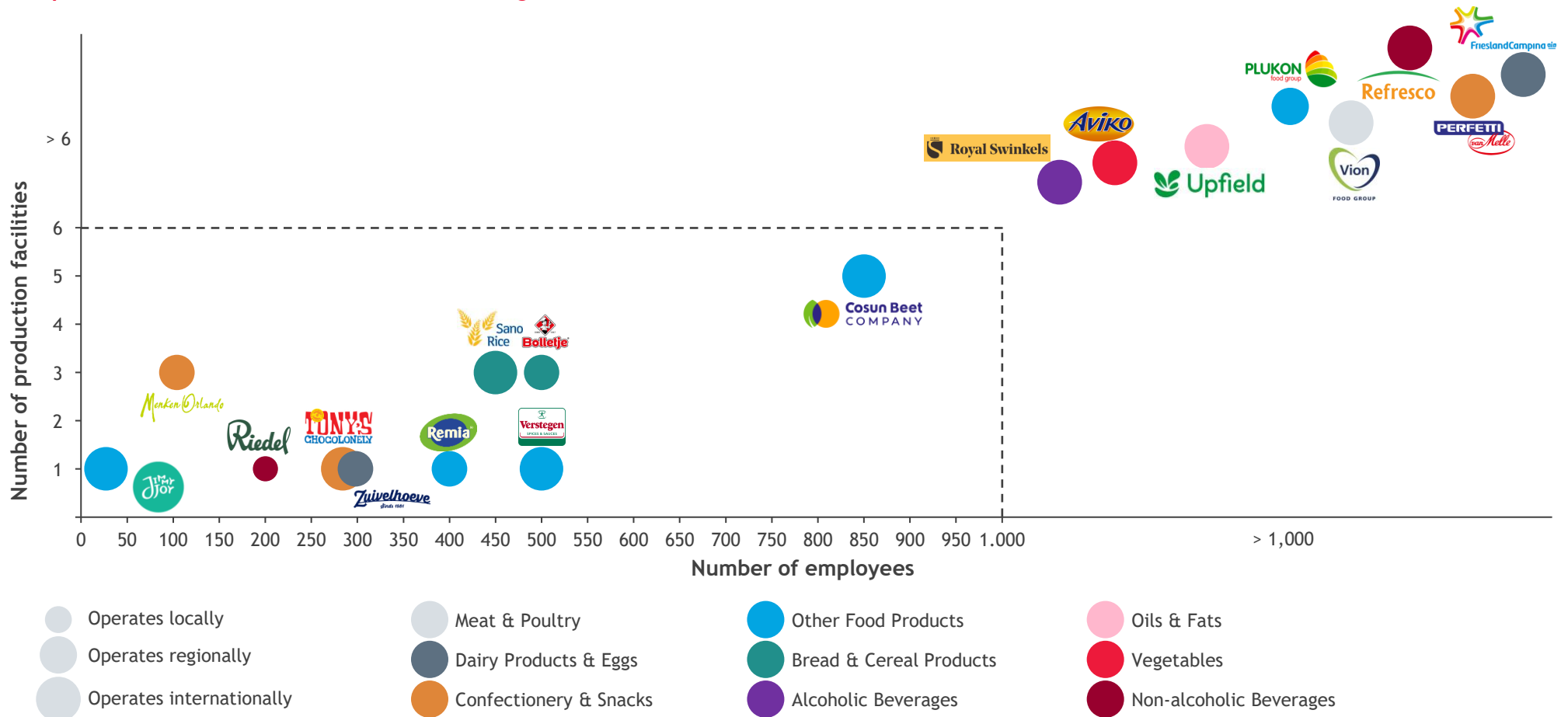
Source: Companies' websites; LinkedIn website; Pitchbook website

Notes: (1) The number of employees is sourced from the company's website or LinkedIn. Figures provided in the table are approximate and may vary; (2) The list is not exhaustive and is based on available information; (3) Among the nine segments defined; (4) The list is not exhaustive and highlights only primary products the company makes

COMPETITIVE LANDSCAPE ANALYSIS – SUMMARY FOR THE NETHERLANDS

The Dutch Food & Beverages market is represented by large-sized companies, such as Refresco and Perfetti Van Melle, alongside smaller players, such as Zuivelhoeve, Menken Orlando, SanoRice Holding BV







Competitive matrix of the Dutch Food & Beverages market



Source: BDO Centers analysis

COMPETITOR ANALYSIS – SELECTED COMPANIES IN THE NETHERLANDS (1/2)

The Dutch Food & Beverages market includes a number of companies operating across different segments and supplying their products not only to the local market but also to Europe and globally

										
Year of foundation	1871	2001	1999	1934	1894	2018	1962	1719	1947	1863
Country										
Employees¹	20,928	18,200	14,639	11,838	9,000	4,800	2,500	2,000	850	700
Ownership status	Private	Private	Private	Private	Private	Private	Subsidiary	Private	Subsidiary	Private
PE-backed		-		-	-		-	-	-	-
Operations	International	International	International	International	Regional	International	International	International	International	International
Production facilities	42	33	75	29	30	14	13	11	5	5
Facility locations²	Netherlands, Belgium, Germany, etc.	Italy, Poland, Netherlands, Spain, etc.	USA, UK, Netherlands, etc.	Netherlands, Belgium, Germany	Netherlands, Germany, Spain, France, etc.	USA, Sweden, Germany, Poland, etc.	Netherlands, Belgium, Poland, etc.	Netherlands, Belgium, Cuba, Ethiopia	Netherlands, Germany	Netherlands
Subsectors³	Food Processing, Manufacturing, Packaging, Distribution	Food Manufacturing, Packaging, Distribution	Food Manufacturing, Packaging, Distribution	Food Processing, Manufacturing, Packaging	Food Processing, Manufacturing, Packaging	Food Manufacturing, Distribution	Food Processing, Packaging	Food Processing, Manufacturing, Packaging, Distribution	Food Processing, Packaging, Distribution	Food Manufacturing, Packaging
Segments⁴	Dairy Products & Eggs	Confectionery & Snacks	Non-alcoholic Beverages, Alcoholic Beverages	Meat & Poultry, Other Food Products	Other Food Products, Meat & Poultry	Oils & Fats	Vegetables	Alcoholic Beverages, Non-alcoholic Beverages	Other Food Products	Oil & Fats, Confectionery & Snacks, Other Food Products
Product portfolio⁵	Milk, yoghurt, cheese, butter, cream	Candies, lollipops, chewing gums	Soft drinks, mineral waters, cocktails	Pork, beef, frozen meat, vegetarian items	Poultry, meals, salads	Butter, spreads, creams	Processed potato products (fries, frites, chips)	Beers, craft sodas, alcohol-free drinks	Sugar and sugar specialties	Baking mixes, snacks, frying, sauces, oils, fats

Source: Companies' websites; LinkedIn website; Pitchbook website

Notes: (1) The number of employees is sourced from the company's website or LinkedIn. Figures provided in the table are approximate and may vary; (2) If the company has more than five facility locations, 'etc.' is used to indicate the presence of additional locations; (3) The list is not exhaustive and is based on available information; (4) Among the nine segments defined; (5) The list is not exhaustive and highlights only primary products the company makes

COMPETITOR ANALYSIS – SELECTED COMPANIES IN THE NETHERLANDS (2/2)

The Dutch Food & Beverages market includes a number of companies operating across different segments and supplying their products not only to the local market but also to Europe and globally

										
Year of foundation	1867	1886	1998	1925	1981	2005	1879	1995	1934	2014
Country										
Employees ¹	500	500	450	400	298	284	200	104	45	27
Ownership status	Subsidiary	Private	Private	Private	Subsidiary	Private	Private	Subsidiary	Private	Private
PE-backed	-	-	-	-	-			-	-	-
Operations	Regional	International	International	Regional	Regional	International	Local	Regional	Regional	International
Production facilities	3	1	3	1	1	1	1	3	1	1
Facility locations	Netherlands	Netherlands	Netherlands, Belgium, Italy	Netherlands	Netherlands	Belgium	Netherlands	Netherlands	Netherlands	Netherlands
Subsectors ²	Food Manufacturing, Packaging, Distribution	Food Processing, Packaging	Food Manufacturing, Distribution	Food Manufacturing, Packaging, Distribution	Food Processing, Packaging, Distribution	Food Manufacturing, Packaging	Food Manufacturing, Packaging	Food Processing, Manufacturing, Packaging	Food Processing, Packaging	Food Manufacturing, Packaging, Distribution
Segments ³	Bread & Cereal Products	Other Food Products	Bread & Cereal Products	Other Food Products, Oils & Fats	Dairy Products & Eggs	Confectionery & Snacks	Non-alcoholic Beverages	Confectionery & Snacks, Fruits & Nuts	Vegetables, Fruits & Nuts	Other Food Products
Product portfolio ⁴	Rusks, crackers, cookies, bread varieties	Herbs, spices, sauces, marinades	Rice, corn, and multi-grain cakes	Sauces, margarines, frying fats	Yoghurt, custard	Chocolate varieties	Fruit juices, fruit drinks	Snacks, whole foods, chocolate specialties	Preserved asparagus, cherries, pears	Plant-based meals and shakes

Source: Companies' websites; LinkedIn website; Pitchbook website

Notes: (1) The number of employees is sourced from the company's website or LinkedIn. Figures provided in the table are approximate and may vary; (2) The list is not exhaustive and is based on available information; (3) Among the nine segments defined; (4) The list is not exhaustive and highlights only primary products the company makes

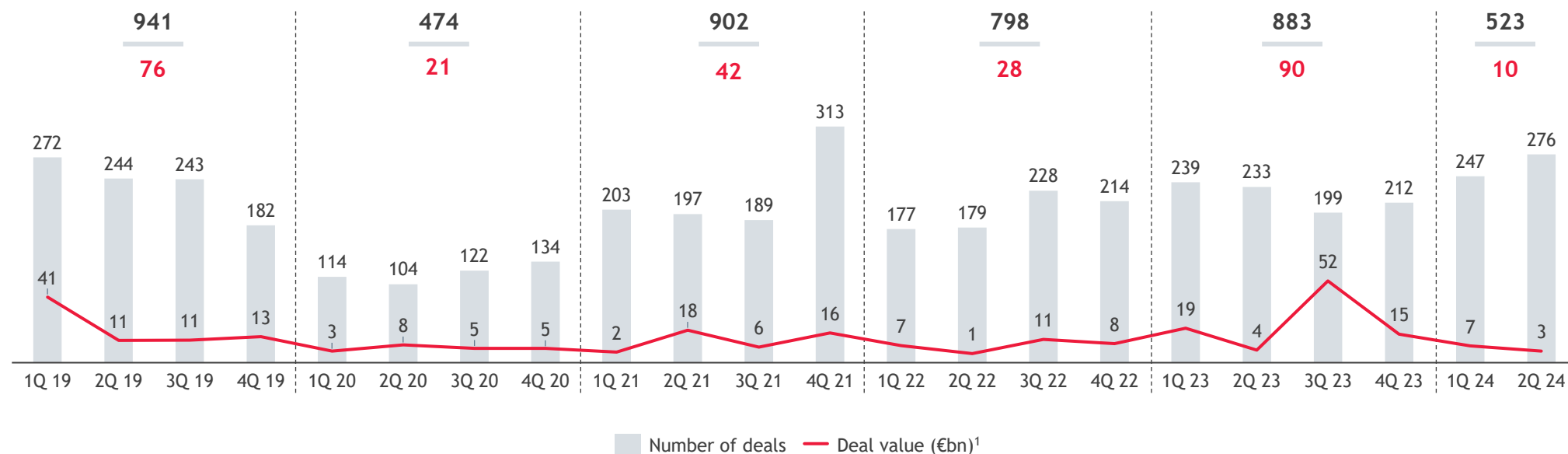
M&A DEVELOPMENTS

- 32. M&A developments
- 33. Selection of recent M&A deals – Europe
- 35. M&A developments – the Netherlands
- 36. Selection of recent M&A deals – the Netherlands

M&A DEVELOPMENTS

The rise in the number of deals in the Food & Beverages market globally in 2023 and the peaking level of invested capital indicate that the consolidation is underway, with M&A momentum remaining strong

The number of M&A deals in the global Food & Beverages market















































- ▶ After a sharp decline in 2020, the M&A activity in the Food & Beverages market peaked in 2021 with 902 deals globally. In 2022, the number of transactions decreased to 798, indicating an 11.5% YoY decline
- ▶ The global M&A activity demonstrated a strong recovery in 2023, reaching 883 transactions and €90bn by the end of 2023 – the highest level of invested capital over the analysed period

- ▶ Europe was the most active region in 2023 with 368 deals (42% of the total number), followed by Northern America with 325 transactions
- ▶ In Q1 and Q2 2024, the number of transactions continued to increase, totalling 523 deals and indicating the best performance in the global Food & Beverages market during the past two years in terms of deal volume

Source: PitchBook website; R.L. Hulett – Food and Beverage M&A Update – [Q1 2023-Q1 2024]; Greenwich Capital Group – Food & Beverage Update – [Q1 2024]; R.L. Hulett – Food and Consumer M&A Update – [Q2 2024]; Media overview
Notes: (1) Deals with disclosed transaction value. Figures are converted from \$ to € based on the average monthly exchange rates of the ECB

SELECTION OF RECENT M&A DEALS – EUROPE (1/2)





























In 2024, the UK and Italy-based buyers, both strategic and financial, were the most active in acquiring European companies operating in various segments of the Food & Beverages market

Buyer	Target	Date	PE / VC ¹	Acquisition purpose	Target segment	Description of the target
 	SASCOFFEE 	May-24		To enhance portfolio within the Food and Beverages industry	Non-alcoholic Beverages	Coffee production company that specialises in blending and roasting services
 	 	May-24		To strengthen the product offering	Other Food Products	Humous dips producer known for its UK-first, award-winning smoked humous
Cornelius H Group 	Dulcinella 	May-24		To expand the geographical presence	Confectionery & Snacks	Producer of chocolate and pastry products with 27 confectionery shops in Moldova
 	 	May-24		To diversify the range of products	Other Food Products	Eastern Spain-based manufacturer of pizza, panipeni, suspicolinos, and puff pastry
 	Dal Colle 	May-24		To diversify and strengthen the product offering	Bread & Cereal Products	Specialising in panettone and croissants, Dal Colle manufactures over 180 bakery products
 	Glendale foods 	May-24		To expand market presence in the Food sector	Other Food Products	Salford-based supplier of food on the go, snacks, processed meat, and protein products
 	 	Apr-24		To diversify and strengthen the product offering	Alcoholic Beverages	The company produces premium vodka distilled eight times
 	 	Apr-24		To expand product portfolio and enhance market position	Other Food Products	Leading manufacturer of vegetarian, vegan, and gluten-free foods
 	3 BRUTARI 	Apr-24		To increase the market share in the Bakery segment in Romania	Bread & Cereal Products	Second largest bread producer in Romania, with factories in Targoviste, Iasi, and Buzau
 	SAVIOLA 	Apr-24		To bolster a foothold in both domestic and international markets	Dairy Products & Eggs	The company specialises in producing Grana Padano and Parmigiano Reggiano cheese
GREENYARD 	CREME DE LA CREME 	Apr-24		To enhance product portfolio and accelerate growth	Dairy Products & Eggs	Based in Hasselt, the foodtech company produces and sells plant-based ice cream
 	 	Apr-24		To strengthen positions in the premium raw ham range	Meat & Poultry	Italian ham facility specialising in the production of Prosciutto Crudo di Parma

Source: Mergermarket website; PitchBook website; Dealroom website; Companies' websites; Media overview
Notes: (1) The acquirer is either a PE/VC firm or a strategic acquirer backed by a PE/VC firm

SELECTION OF RECENT M&A DEALS – EUROPE (2/2)

Bolstering the operational capabilities, expanding the product offering, and strengthening positions in the foreign markets were among the major acquisition rationales during the analysed period

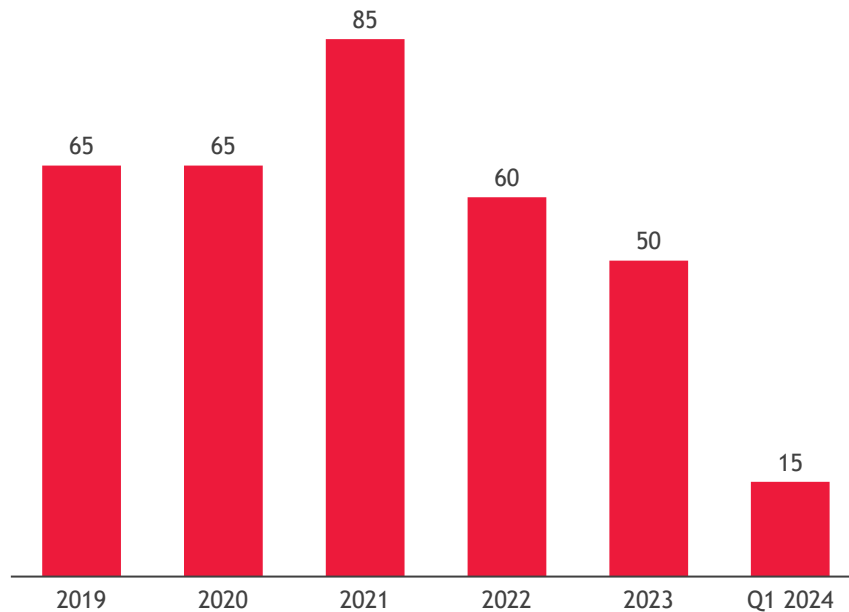
Buyer	Target	Date	PE / VC ¹	Acquisition purpose	Target segment	Description of the target
 	 	Apr-24		To increase production capacity and diversify wine offerings	Alcoholic Beverages	Spirits company with facilities in La Rioja and La Mancha known for crafting wines
 	 	Mar-24		To expand portfolio in the Baked Goods sector	Confectionery & Snacks	Manufacturer of Danish cookies, cakes, and biscuits serving the Northern Europe
 	 	Mar-24		To expand product range and enhance production capacity	Dairy Products & Eggs	Fresh cheese market producer with expertise in regional cured, sliced, and grated cheese
 	 	Mar-24		To expand global footprint	Dairy Products & Eggs	Cheese producer with wholesale operations in Portugal, Mozambique, Cape Verde
 	 	Mar-24		To strengthen strategic expansion into the German market	Alcoholic Beverages	Producer of red, white, and rosé wines owning vineyards in Rheinhessen and Mosel
 	 	Mar-24		To expand production capacity and product offerings	Alcoholic Beverages	Harrogate-based, award-winning company that specialises in producing a range of ales
 	 	Mar-24		To broaden the soft cheese portfolio and strengthen the market position	Dairy Products & Eggs	Artisan cheese manufacturer famous for its Tunworth and Winslade cheeses
 	 	Mar-24		To bolster operational capabilities and expand footprint in the European market	Oils & Fats	Based in Dendermonde, the producer of texturised butter and conventional butter fats
 	 	Feb-24		To enhance presence in the gin category	Alcoholic Beverages	Spirits company that produces distilled gin with an original tin can packaging
 	 	Feb-24		To strengthen positions in the Spanish market	Alcoholic Beverages	Located in Ribera del Duero, a wine producer with a diverse portfolio of premium wines
 	 	Feb-24		To expand presence in the premium gelato category	Dairy Products & Eggs	Turin-located ice cream manufacturer known for producing Pinguino product
 	 	Feb-24		To broaden the range of dairy product offerings	Dairy Products & Eggs	Dorset-based manufacturer of cheese, yoghurt, and cream products

Source: Mergermarket website; PitchBook website; Dealroom website; Companies' websites; Media overview
Notes: (1) The acquirer is either a PE/VC firm or a strategic acquirer backed by a PE/VC firm

M&A DEVELOPMENTS – THE NETHERLANDS

Following a peak in the number of deals in 2021, M&A activity in the Dutch Food & Beverages market slowed down, recording 50 transactions in 2023 and 15 in the first quarter of 2024

Number of M&A deals in the Dutch Food & Beverages market






















































- ▶ The number of exits in the Dutch Food & Beverages market reached its highest point in 2021 with 85 deals, which was followed by a 29% decline in 2022 amid global macroeconomic uncertainties and geopolitical tension
- ▶ In 2023, the downward trend in M&A within the Dutch Food & Beverages market continued, totalling 50 deals, a 23% decline year-over-year
- ▶ During the analysed period, domestic acquisitions by strategic and financial buyers comprised a prevailing share of total deals in the Dutch market. European and USA-based buyers were the most active in cross-border transactions
- ▶ The Dutch market is forecasted to experience a slight growth in M&A activity in 2024, signalling expanding opportunities within the market. Inflation and interest rates are among the key challenges expected to influence deal-making

Source: CBS website; Media overview

SELECTION OF RECENT M&A DEALS – THE NETHERLANDS

In late 2023 and early 2024, the Dutch companies were acquiring targets in the Food & Beverages market primarily to expand their product offerings and enhance market position in respective segments

Buyer	Target	Date	PE / VC ¹	Acquisition purpose	Target segment	Description of the target
 	 	May-24		To create a leading Benelux convenience food supplier	Bread & Cereal Products	The bread manufacturing company that operates eight bakeries
 	 	May-24		To create a leading Benelux convenience food supplier	Other Food Products	Manufacturer of pre-packaged convenience food items like sandwiches, wraps, and paninis
 	 	Apr-24		To expand product range and enhance market reach in the fresh seafood category	Fish & Seafood	Yerseke-based company that focuses on processing and trading fresh fish
 	 	Apr-24		To expand production capacity and bolster product portfolio	Bread & Cereal Products	Organic bread manufacturer with two production facilities in Meppel and Fulda
 	 	Mar-24		To strengthen presence in international markets	Alcoholic Beverages	Amsterdam-based company that produces over 15 premium ready-to-drink cocktails
 	 	Mar-24		To strengthen market leadership in traditional Dutch confectionery and gift items	Confectionery & Snacks	Based in Waalwijk, the manufacturer and supplier of candy gifts for special occasions
 	 	Mar-24		To expand operational capacity and strengthen market position	Vegetables	Provider of steam-fresh and pre-cooked potato products to the European food service market
 	 	Feb-24		To strengthen presence in the ready-to-eat meal category	Other Food Products	Producer of plant-based frozen meals headquartered in Amsterdam
 	 	Jan-24		To expand manufacturing capabilities and product portfolio	Confectionery & Snacks	Leeuwarden-based bakery ingredients manufacturing company
 	 	Jan-24		To establish a presence in the premium bulk rum category	Alcoholic Beverages	Based in Amsterdam, the company is the blender and vendor of premium rum in bulk
 	 	Dec-23		To strengthen position in the category of chocolate products	Confectionery & Snacks	Chocolate and sugar-coated dragées manufacturer with two operational facilities
 	 	Oct-23		To enhance market position and accelerate growth	Alcoholic Beverages	Amsterdam-based spirits company known for Passoã, fruit liqueur, and Tequila Partida

Source: Mergermarket website; PitchBook website; Dealroom website; Companies' websites; Media overview
Notes: (1) The acquirer is either a PE/VC firm or a strategic acquirer backed by a PE/VC firm

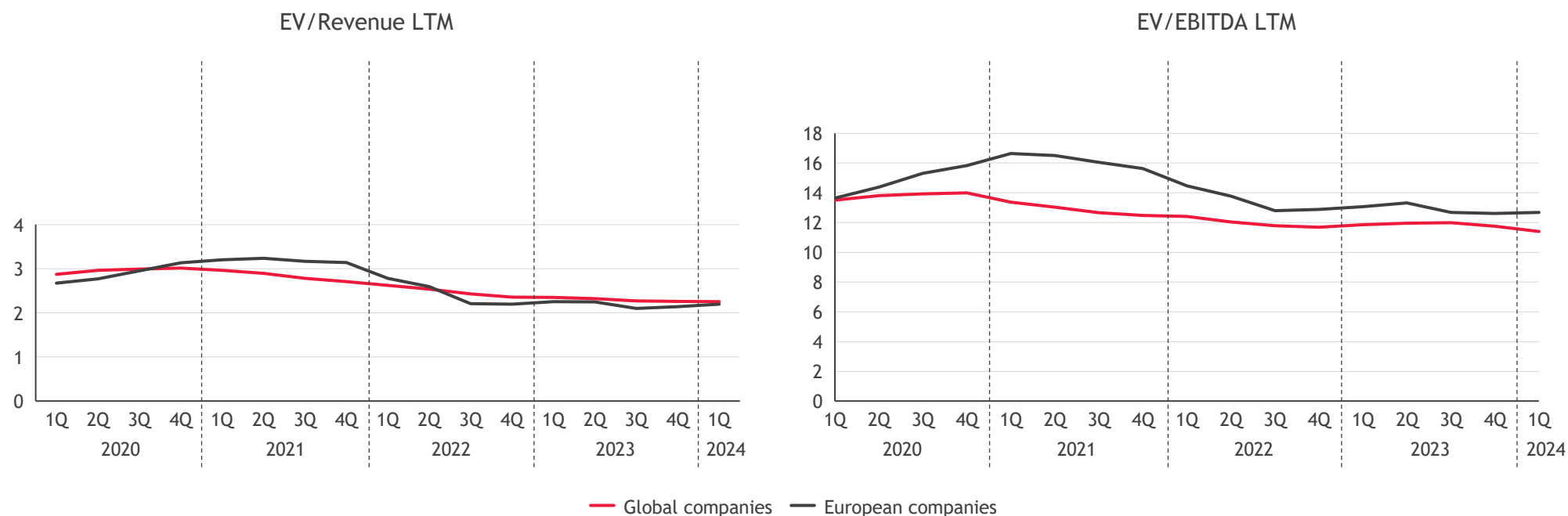
VALUATION ANALYSIS

38. Multiples valuation analysis
39. Comparable analysis of publicly traded companies
40. Precedent transaction analysis

MULTIPLES VALUATION ANALYSIS

Valuation multiples of the global Food & Beverages companies have been slowly declining since Q1 2021, yet in general, remained relatively stable in the range of 2-3x for EV/Revenue and 11-13x for EV/EBITDA

Average multiples dynamics in the Food & Beverages industry by quarter¹



▶ EV/Revenue multiples of the global listed Food & Beverages companies were gradually declining during 2021-2023 **yet stabilised by the end of 2023 at 2.3x**. Valuations were slightly elevated in 2020 during the COVID-19 pandemic when the consumer demand for food became higher compared to other less critical product groups

▶ EV/EBITDA multiples have also declined over the past few years. However, the decline was insignificant as the Food & Beverages industry is relatively mature. **In 2023, EBITDA multiples of the global listed companies normalised at about 12.0x**, but in Q1 2024, they declined to 11.4x, which is the lowest indicator over the analysed period

Source: S&P Capital IQ website

Notes: (1) Average values are calculated from the average multiples for the quarter for selected publicly traded companies in the Food & Beverages industry, with a discount applied to non-listed and smaller companies. For the list of companies used in the analysis, please refer to the next slide

COMPARABLE ANALYSIS OF PUBLICLY TRADED COMPANIES

Based on the comparable analysis of publicly traded companies as of 27 June 2024, the average EV/Revenue multiple for the Food & Beverages industry was 2.3x, while the EV/EBITDA was 11.4x










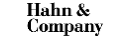
































Company	Country	Market cap €M	Enterprise value €M	EV/Revenue LTM	EV/Revenue NTM	EV/EBITDA LTM	EV/EBITDA NTM
Nestlé		256,250.8	308,452.2	3.2x	3.1x	16.3x	14.5x
The Coca-Cola Company		252,980.0	279,516.7	6.5x	6.5x	20.4x	19.3x
PEPSICO		215,150.3	250,383.8	2.9x	2.8x	16.3x	14.4x
Unilever		131,074.9	158,233.5	2.2x	2.2x	12.1x	11.1x
ABInBev		111,827.9	184,839.8	3.1x	2.9x	10.1x	8.4x
Mondelēz International		83,463.2	100,512.5	3.0x	2.9x	12.8x	14.2x
DIAGEO		67,766.8	88,914.4	3.5x	3.6x	10.7x	11.1x
DANONE		37,679.4	47,997.4	1.7x	1.7x	10.1x	10.1x
KraftHeinz		37,432.1	55,286.9	2.2x	2.2x	9.2x	9.0x
General Mills		35,428.9	46,823.7	2.5x	2.5x	11.7x	11.9x
Pernod Ricard		32,989.8	45,395.8	3.9x	3.8x	14.2x	12.2x
Associated British Foods		21,734.2	24,792.7	1.1x	1.0x	9.1x	7.1x
Heineken Holding N.V.		21,455.9	49,977.9	1.6x	n/a	8.7x	n/a
Tyson Foods		18,752.2	26,988.7	0.5x	0.5x	12.7x	9.1x
Asahi		16,880.4	25,772.8	1.6x	1.5x	11.0x	10.3x
Carlsberg Group		16,467.6	19,953.0	2.0x	1.9x	11.2x	9.3x
BIMBO		15,215.1	22,446.0	1.1x	1.1x	8.4x	7.6x
(JBS)		11,624.2	28,339.1	0.5x	0.4x	8.9x	5.9x
SÜDZUCKER		2,816.7	5,324.7	0.5x	0.5x	4.2x	5.7x
Nomad Foods		2,528.0	4,306.8	1.5x	1.5x	10.1x	8.0x
Average¹				2.3x	2.2x	11.4x	10.5x
Median¹				2.1x	2.2x	10.9x	10.1x

Source: S&P Capital IQ website

Notes: (1) Multiples for selected publicly traded companies in the Food & Beverages industry, with a discount applied to non-listed and smaller companies

PRECEDENT TRANSACTION ANALYSIS

Based on the analysis of selected precedent M&A transactions for the Q2 2023-Q1 2024 period, the average TV/Revenue multiple for the Food & Beverages industry was 1.7x, while TV/EBITDA was 15.6x

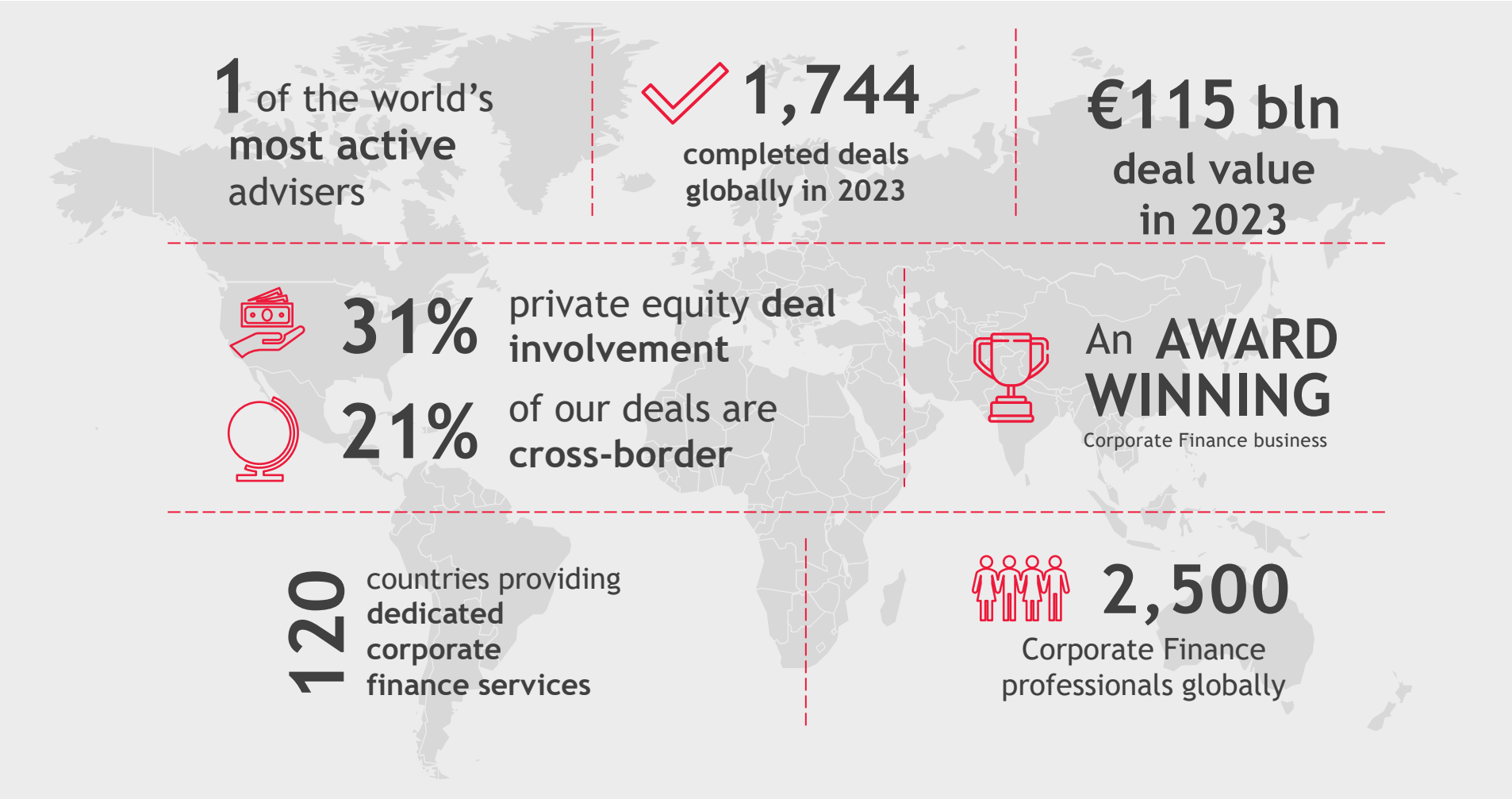
Buyer	Target	Date	Financial buyer	Target segment	Target's activity	Transaction value €M (TV) ¹	TV/ Revenue	TV/ EBITDA
 Campbell's	 sovos brands 	Mar-24	-	Other Food Products	The company's portfolio consists of pasta sauces, dry pasta, soups, yoghurts, frozen entrees, and pizza	2,483.5	2.4x	21.6x
 MARS	 Hotel Chocolat 	Jan-24	-	Confectionery & Snacks	Leading UK-based premium chocolate manufacturer and retailer	642.4	2.7x	25.7x
 KAGOME	 ingomar 	Jan-24	-	Other Food Products	Producer of tomato paste and diced tomatoes	223.2	1.6x	n/a
 Hahn & Company	 Namyang 	Jan-24		Dairy Products & Eggs	Namyang Dairy Products is one of Korea's largest manufacturers of dairy products	218.5	0.5x	n/a
 DyDo	 wosana 	Dec-23	-	Non-alcoholic Beverages	The company specialises in the manufacturing of juices, smoothies, beverages, and spring and mineral waters	45.6	0.7x	n/a
 KOPPER'S	 bayn solutions 	Dec-23	-	Other Food Products	The company develops sweetened fibres that replace sugar without sacrificing the taste and mouthfeel	0.7	0.2x	n/a
 TREASURY WINE ESTATES	 DAOU 	Oct-23	-	Alcoholic Beverages	Leading luxury US wine business that operates mountain tasting rooms, vineyards, and wineries	946.9	4.7x	15.9x
 NOLET	 LUCAS BOELS 	Oct-23	-	Alcoholic Beverages	Amsterdam-based cocktail and spirits company known for a wide range of liqueur brands	269.5	3.3x	20.2x
 TERRENA	 Tipiak 	Oct-23	-	Other Food Products	A family-run company based in Nantes and specialising in cereals and ready meals	62.7	0.6x	8.0x
 SECOND NATURE BRANDS	 SAHALE SNACKS 	Sep-23	-	Confectionery & Snacks	Manufacturer and marketer of premium nut and fruit snack mixes sold across the USA and internationally	31.8	0.7x	n/a
DBAY Advisors	 Finsbury 	Sep-23		Bread & Cereal Products	The company manufactures cakes, bread, and buns for the retail and food service markets	166.4	0.4x	4.9x
 THE J.M. SMUCKER CO.	 Hostess BRANDS 	Sep-23	-	Confectionery & Snacks	Sweet snacks company focusing on developing, manufacturing, marketing, selling, and distributing snacks	5,241.6	3.9x	19.8x
 UNIBREW	 vrumona 	Jul-23	-	Non-alcoholic Beverages	Vrumona is the second-largest soft drinks manufacturer in the Dutch market	300.0	1.5x	12.0x
Ozark Holdings	 WHOLE EARTH BRANDS 	Jun-23	-	Other Food Products	Global food company specialising in premium plant-based sweeteners, flavour enhancers, and other foods	546.1	1.1x	12.2x
Average²							1.7x	15.6x
Median²							1.3x	15.9x

Source: RL Hulett – Food & Beverage M&A Update – [Q3 2023-Q1 2024]; Alma Advisors – Food & Beverage Sector Update: M&A report – [Q2 2023-Q1 2024]; PwC – Consumer Markets M&A – [November 2023]

Notes: (1) Converted from \$ to € based on the average monthly exchange rates; (2) Multiples for selected publicly traded companies in the Food & Beverages industry, with a discount applied to non-listed and smaller companies

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- ▶ (Goodwill) impairment test
- ▶ Purchase price allocation
- ▶ Intellectual property valuation
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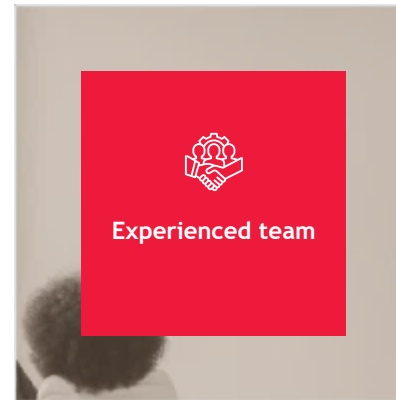
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WHY BDO DEAL ADVISORY?

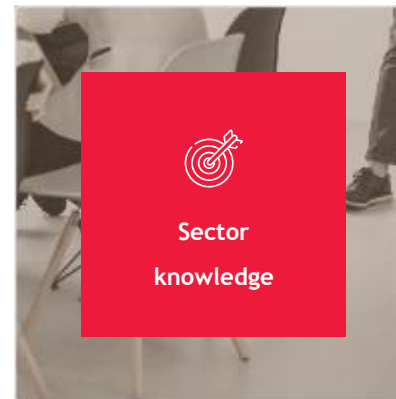
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