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Mergers &
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Advisory

Baked Goods Market Monitor

Summer 2025

Baked Goods Market Trends

Commentary

Despite headwinds resulting from newly implemented tariff policies as well as an evolving regulatory environment, M&A activity within the Baked Goods sector has remained resilient, outpacing that of the broader Food & Beverage industry.

Due to the highly fragmented nature of the Baked Goods sector, private equity-backed platform companies have emerged as an active buyer type. Notable examples include Legacy Bakehouse (Benford Capital Partners), Sweetmore Bakeries (Shore Capital Partners) and Commercial Bakeries (Graham Partners).

Valuation multiples of publicly traded Baked Goods companies have increased 12% since January 1st, recently surpassing those of their CPG counterparts.

Notable Recent Transaction



*has been
acquired by*

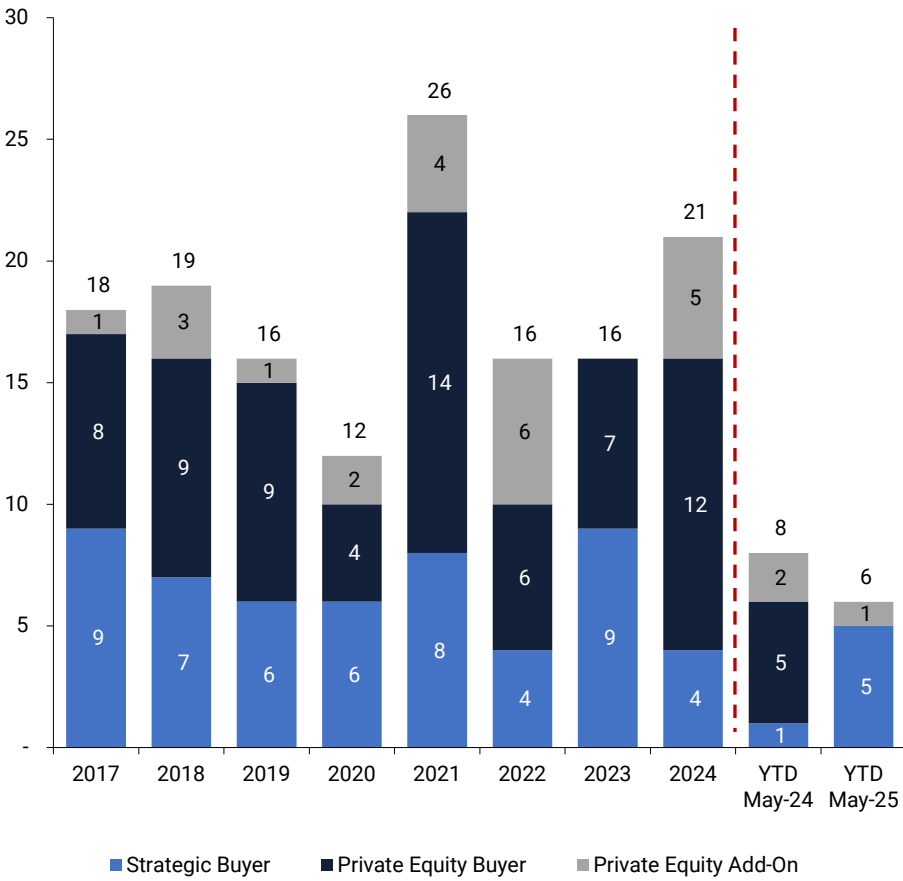


On March 25, 2025, middle market private equity firm One Equity Partners (“OEP”) announced it agreed to acquire CraftMark Bakery (“CraftMark”), an Indianapolis-based supplier of bakery products for quick service restaurants and in-store retail bakeries, from fellow investment firm CIC Partners.

Founded in 2013, CraftMark is a leading manufacturer of frozen baked goods including bread dough, cookie dough, pre-deposited muffins, flatbread and ready-to-eat cookies. CraftMark’s highly automated 345,000 sq. ft. facility contains seven production lines with a total capacity of over 500 million lbs. The company employs over 400 bakers.

“The North American frozen bakery space is a large, growing and fragmented market in which OEP has previous experience. Our investment in CraftMark presents an opportunity to participate in the attractive foodservice and in-store bakery segments each with considerable growth potential,” said Joseph Huffsmith, Partner at One Equity Partners.

U.S. Baked Goods M&A Transaction Volume by Buyer Type



Select Recent Baked Goods M&A Transactions

Date	Target	Acquiror	Enterprise Value (\$M)	EV / Rev	EV / EBITDA	Description	Acquiror Comments
Announced	 CraftMark [BAKERY]	OneEquity 	N/A	N/A	N/A	IN-based wholesale producer of bread dough, cookie dough, muffins, flatbread, baked cookies and filled dough for customers nationwide.	"Our investment in CraftMark presents an opportunity to participate in the attractive foodservice and in-store bakery segments each with considerable growth potential."
Announced	 Kellanova	MARS	\$35,900	2.8x	16.4x	Global leader in snacking, cereal and frozen foods with iconic brands, including Pringles, Cheez-It, Pop-Tarts, Eggo, RXBAR and others.	"In welcoming Kellanova's portfolio of growing global brands, we have a substantial opportunity for Mars to further develop a sustainable snacking business that is fit for the future."
Jun-25	 Maple Donuts	 SPC SWANDER PACE CAPITAL	N/A	N/A	N/A	PA-based producer of private label donuts servicing a diversified customer base across retail and foodservice channels nationwide.	"We will continue to look for interesting investment opportunities within the bakery category to further establish Maple Donuts as a value-added partner to its customers."
Apr-25	 Wholesome Hollandia Since 1904	 COMMERCIAL Bakeries BAKING UP BETTER	N/A	N/A	N/A	Canada-based manufacturer of high-quality seasonal, soft-baked and everyday cookies.	"Hollandia Bakeries enables the combined business to expand its capabilities and capitalize on the growing trend towards high-quality private label baked snacks."
Feb-25	 SIMPLE Mills	 Flowers FOODS	\$795	3.3x	N/A	IL-based market-leading natural brand offering premium better-for-you crackers, cookies, snack bars and baking mixes.	"With leading market positions and abundant white space for future growth, Simple Mills perfectly fits our strategy of adding compelling brands in better-for-you segments."

Select Recent Baked Goods M&A Transactions

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Feb-25		 MARTIN BRAUN GRUPPE	N/A	N/A	N/A	MA-based manufacturer of high-quality desserts including cakes, tarts and individual desserts.	"This acquisition marks an important first step into the U.S. market. Our strategy is to grow further in North America both organically and through acquisitions in the coming years."
Feb-25			N/A	N/A	N/A	WI-based contract and private label manufacturer of premium cookies for the retail channel.	"Classic Cookie's primary channels, including national retail, vending, contract manufacturing, private label, and fundraising are complementary to Legacy's."
Jan-25			N/A	N/A	N/A	AZ-based wholesale manufacturer of authentic Mexican pastries and baked goods including cookies, breads and muffins.	"Azteca's differentiated assortment complements our portfolio with high-growth categories that are highly sought by our customers."
Nov-24			N/A	N/A	N/A	LA-based manufacturer of artisanal baked goods including breads, croissants, pretzels and pastries.	"Röckenwagner has breads and croissants and pretzels and sweets in Gelson's and Whole Foods while also supplying popular chain restaurants like The Cheesecake Factory and Mendocino Farms."
Nov-24		  butterfly	\$2,500	N/A	N/A	MN-based baked goods manufacturer producing a broad portfolio of products for in-store bakeries and foodservice customers.	"We view Rise as an established leader with impressive scale and a strong foundation with a lot more room to grow both organically and through additional M&A."

Select Recent Baked Goods M&A Transactions

Date	Target	Acquiror	Enterprise Value (\$M)	EV / Rev	EV / EBITDA	Description	Acquiror Comments
Oct-24			N/A	N/A	N/A	NY-based manufacturer of customized pizza dough balls, pre-formed crusts and shells serving pizza restaurants, convenience stores and foodservice operators.	"We love businesses that help retail and foodservice operators pull labor out of their operations – Delorio's has a ton of momentum."
Oct-24			N/A	N/A	N/A	PA-based manufacturer of premium artisanal biscotti and baked goods specializing in indulgent chocolate and inclusions-enhanced biscotti.	"The coming together of Nonni's Bakery with the Ferrero extended family returns Nonni's to its Italian roots and plants our great brands into the most fertile soil for continued growth."
Sep-24			N/A	N/A	N/A	IL-based contract manufacturer of frozen pizzas for convenience stores and branded customers serving the retail channel.	"We look forward to the prospect of adding to our successful track record in the pizza space, with our prior portfolio company, Richelieu Foods."
Aug-24			N/A	N/A	N/A	IN-based manufacturer of cookies, snack bars, crunches, toppings and inclusion ingredients for retail, foodservice and private label end markets.	"As a combined platform, we will be able to scale services, build additional product capabilities and unlock access to a larger addressable market."
Jul-24			N/A	N/A	N/A	MA-based manufacturer of pies, specializing in 4-inch snack pies and 8-inch to 10-inch dessert pies.	"As our second pie acquisition, we're eager to grow our slice of the pie industry, unlocking new possibilities while preserving the valued heritage of the Table Talk brand."

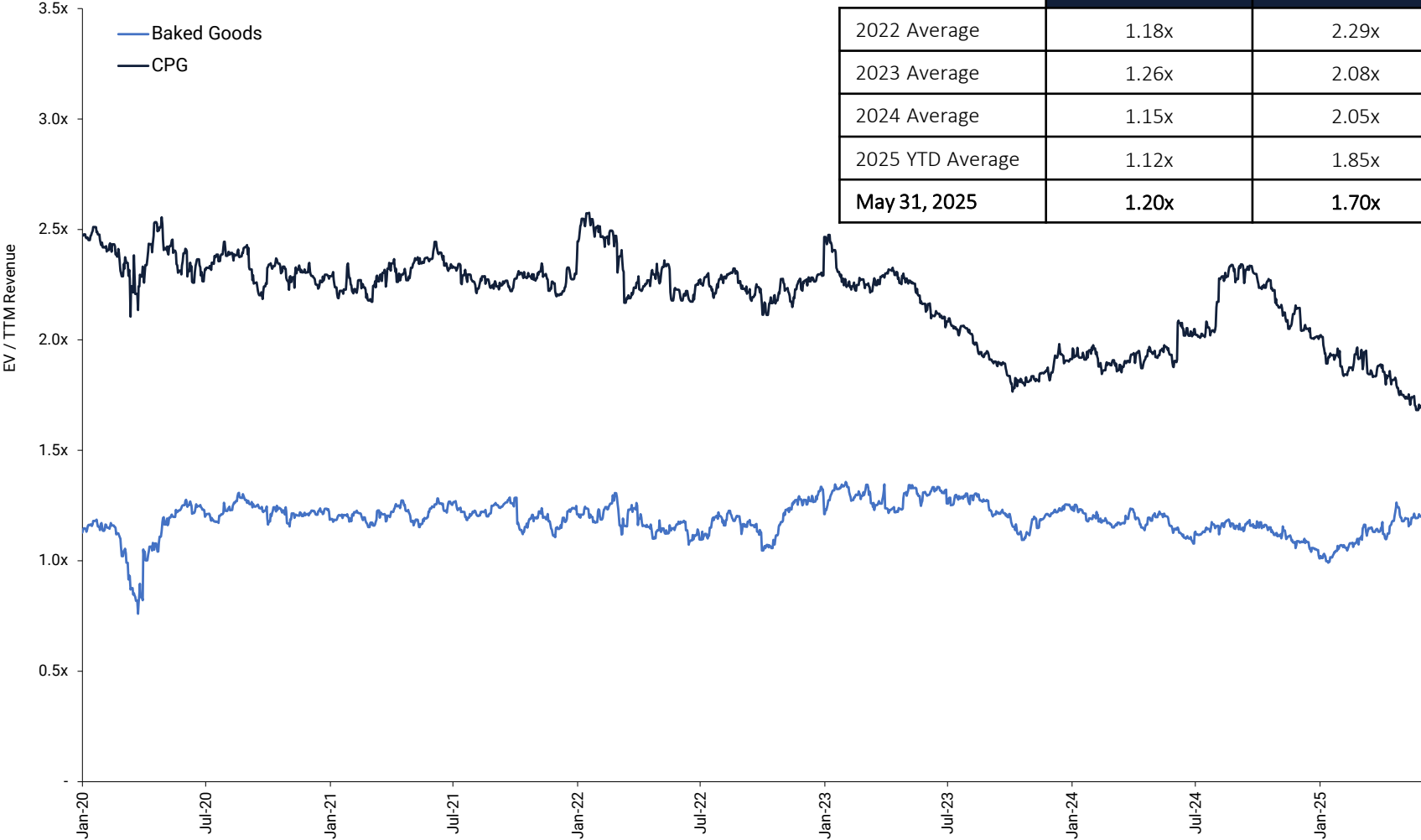
Select Recent Baked Goods M&A Transactions

Date	Target	Acquiror	Enterprise Value (\$M)	EV / Rev	EV / EBITDA	Description	Acquiror Comments
May-24	 BAKERY DE FRANCE	 La Lorraine <i>Baking passion</i>	N/A	N/A	N/A	Washington D.C.-based producer of high-quality European breads, rolls and breakfast pastries.	"After more than 80 years of growth in more than 35 countries, we have now a great opportunity to scale our expertise and further expand our international footprint to the North American market."
May-24	 Chalet DESSERTS	 encore consumer capital	N/A	N/A	N/A	CA-based manufacturer of frozen bakery desserts and baked good inclusions that are sold into the in-store bakery at supermarkets and convenience stores.	"Chalet is a category leader and we look forward to supporting the growth of the business through add-on acquisitions, organic growth initiatives and investments in capacity"
May-24	 KENNY'S Great Pies!	 DESSERT HOLDINGS	N/A	N/A	N/A	GA-based manufacturer of high-quality, clean label, cream-based pies specifically Key lime pies made from 100% pure, freshly squeezed authentic Key limes.	"Kenny's has established a distinctive market position, fostering a number of long-standing relationships with leading foodservice and retail operators and major clubs in North America."
May-24	 j. skinner	 stellex CAPITAL MANAGEMENT	N/A	N/A	N/A	NE-based manufacturer of ready-to-eat baked goods through grocery in-store bakeries, foodservice providers and co-pack partnerships.	"With a long history of driving value for its strategic retail partners through baked goods innovation, quality, and service, J. Skinner is now equipped for its next stage of product and capability expansion."
May-24	 BARBAKERS™	 Trufood MANUFACTURING	N/A	N/A	N/A	CA-based contract manufacturer of branded nutrition and protein bars, baked bars and cookies and wafer bars.	"We see significant value in bringing together TruFood and Bar Bakers to create a single company that has the capabilities and expertise to lead this industry in the years ahead."

Select Recent Baked Goods M&A Transactions

Date	Target	Acquiror	Enterprise Value (\$M)	EV / Rev	EV / EBITDA	Description	Acquiror Comments
May-24			N/A	N/A	N/A	GA-based wholesale bakery specializing in producing high quality cinnamon rolls and other yeast-raised sweet goods for top retail chains.	"Our goal is to serve the very best retail and foodservice customers with high quality baked goods."
May-24			N/A	N/A	N/A	UT-based manufacturer of high-quality, gluten-free sweet bakery goods for grocery stores nationwide.	"We are excited to enter the gluten-free category and build on our expertise in meeting specific dietary needs with delicious, fresh baked goods."
May-24			N/A	N/A	N/A	OH-based manufacturer of specialty, premium and better-for-you crackers, cookies, biscuits and brittle.	"We view Imagine Baking as a highly complementary businesses to the Commercial Bakeries platform that will ultimately strengthen and scale its offerings."
May-24			N/A	N/A	N/A	NJ-based manufacturer of premium, clean-label freezer-to-oven croissant, Danishes and other pastries.	"Banneton's operations and offerings highly complement our own business in North America, with a shared focus on quality and on authentic European-style pastry products."
Jan-24			N/A	N/A	N/A	IL-based manufacturer of specialty baking ingredient products, including such as cake and pastry fillings, marzipan and almond paste.	"We look forward to combining the resources of Saco's best-in-class shared services platform, along with cross-selling opportunities for Solo's products in e-commerce and traditional retail."

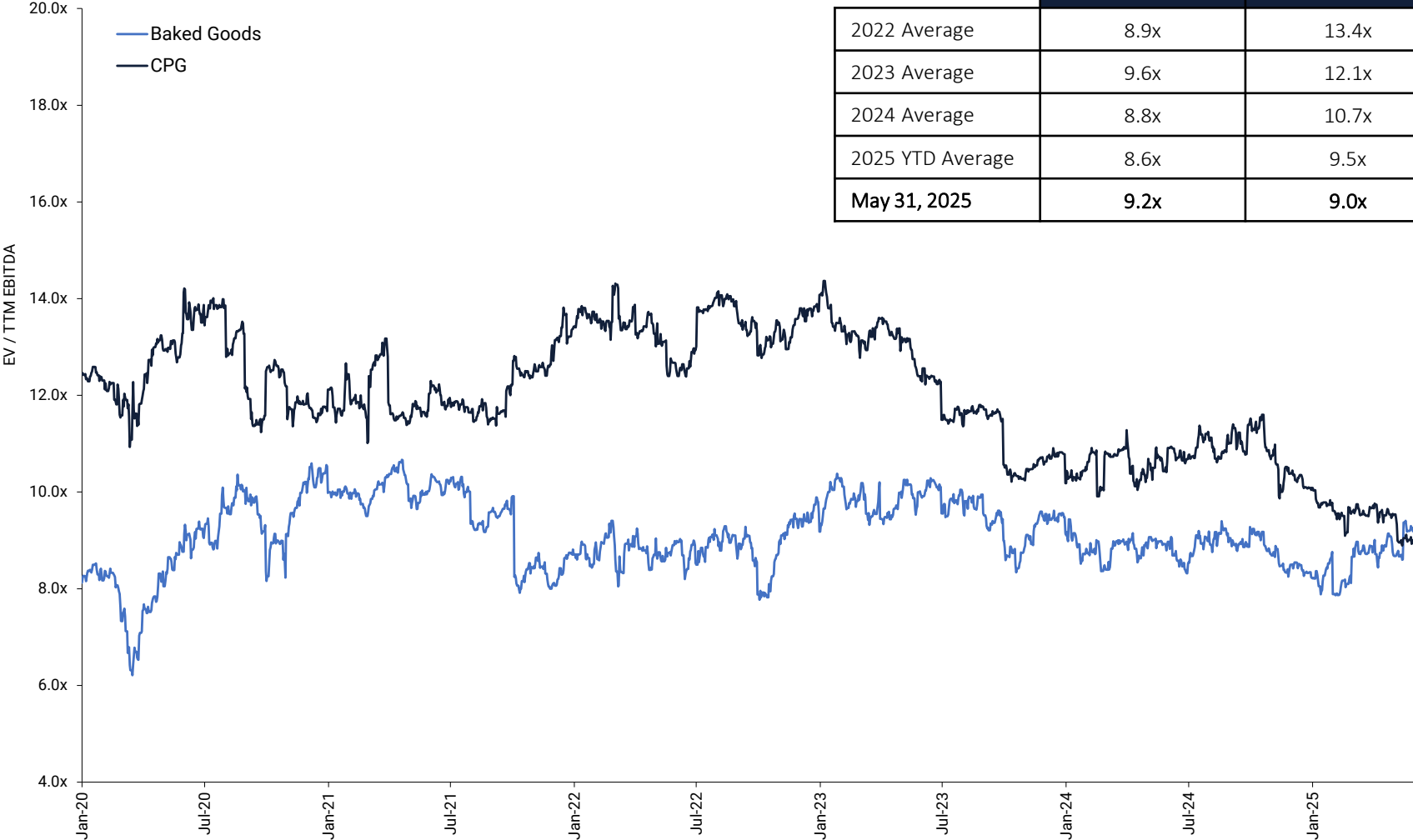
Market Data – Median EV/TTM Revenue



Source: S&P Capital IQ, company filings

Market Data – Median EV/TTM EBITDA

— Baked Goods
— CPG



Source: S&P Capital IQ, company filings

VALUATION METRICS

Public Company Index – Baked Goods

\$ in millions, except per share data Company Name	5/31/25 Share Price	Market Cap	Enterprise Value	TTM Data					TTM Growth	EV Multiple	
				Sales	Gross Profit	Gross Margin	EBITDA	EBITDA Margin	Sales	TTM Sales	TTM EBITDA
Grupo Bimbo, S.A.B. de C.V.	\$2.80	\$12,052	\$21,460	\$20,472	\$10,857	53.0%	\$2,863	14.0%	6.1%	1.05x	7.5x
Lotus Bakeries NV	\$10,337.00	\$8,398	\$8,606	\$1,275	\$497	39.0%	\$244	19.1%	15.9%	NM	NM
Gruma, S.A.B. de C.V.	\$18.85	\$6,685	\$8,161	\$6,388	\$2,500	39.1%	\$1,143	17.9%	(3.8%)	1.28x	7.1x
Lancaster Colony Corporation	\$167.40	\$4,615	\$4,532	\$1,887	\$447	23.7%	\$288	15.3%	0.7%	2.40x	15.7x
Yamazaki Baking Co., Ltd.	\$22.57	\$4,459	\$4,388	\$8,391	\$2,727	32.5%	\$607	7.2%	4.2%	0.52x	7.2x
Flowers Foods, Inc.	\$16.90	\$3,568	\$5,693	\$5,081	\$2,523	49.7%	\$523	10.3%	(1.0%)	1.12x	10.9x
ARYZTA AG	\$103.13	\$2,551	\$3,399	\$2,272	\$486	21.4%	\$283	12.4%	2.1%	1.50x	12.0x
	Median	\$4,615	\$5,693	\$5,081	\$2,500	39.0%	\$523	14.0%	2.1%	1.20x	9.2x
	Average	\$6,047	\$8,034	\$6,538	\$2,863	36.9%	\$850	13.8%	3.5%	1.31x	10.1x

Source: S&P Capital IQ, company filings
Note: Sales Multiple listed as NM if it exceeds 5.0x; EBITDA Multiple listed as NM if it exceeds 30.0x

VALUATION METRICS

Public Company Index – CPG

\$ in millions, except per share data Company Name	5/31/25 Share Price	Market Cap	Enterprise Value	TTM Data					TTM Growth	EV Multiple	
				Sales	Gross Profit	Gross Margin	EBITDA	EBITDA Margin	Sales	TTM Sales	TTM EBITDA
Mondelez International, Inc.	\$67.49	\$87,387	\$106,019	\$36,464	\$11,937	32.7%	\$5,634	15.5%	0.9%	2.91x	18.8x
The Kraft Heinz Company	\$26.73	\$31,636	\$50,597	\$25,434	\$8,794	34.6%	\$6,369	25.0%	(4.2%)	1.99x	7.9x
General Mills, Inc.	\$54.26	\$29,713	\$43,628	\$19,644	\$6,950	35.4%	\$4,206	21.4%	(2.6%)	2.22x	10.4x
Kellanova	\$82.63	\$28,668	\$34,702	\$12,632	\$4,631	36.7%	\$2,373	18.8%	(2.7%)	2.75x	14.6x
The J. M. Smucker Company	\$112.61	\$11,984	\$19,923	\$8,788	\$3,489	39.7%	\$2,212	25.2%	7.1%	2.27x	9.0x
Conagra Brands, Inc.	\$22.89	\$10,927	\$19,023	\$11,737	\$3,130	26.7%	\$2,139	18.2%	(3.1%)	1.62x	8.9x
The Campbell's Company	\$34.04	\$10,150	\$17,362	\$10,225	\$3,131	30.6%	\$1,855	18.1%	8.6%	1.70x	9.4x
Post Holdings, Inc.	\$110.59	\$6,162	\$12,472	\$7,885	\$2,294	29.1%	\$1,302	16.5%	1.5%	1.58x	9.6x
TreeHouse Foods, Inc.	\$22.46	\$1,134	\$2,698	\$3,325	\$556	16.7%	\$318	9.6%	(2.1%)	0.81x	8.5x
B&G Foods, Inc.	\$4.21	\$336	\$2,332	\$1,883	\$409	21.7%	\$268	14.2%	(7.1%)	1.24x	8.7x
The Hain Celestial Group, Inc.	\$1.87	\$169	\$896	\$1,615	\$365	22.6%	\$132	8.2%	(8.5%)	0.55x	6.8x
Median		\$10,927	\$19,023	\$10,225	\$3,131	30.6%	\$2,139	18.1%	(2.6%)	1.70x	9.0x
Average		\$19,842	\$28,150	\$12,694	\$4,153	29.7%	\$2,437	17.3%	(1.1%)	1.79x	10.2x

What We're About

Results Driven

Meticulously craft a transaction blueprint with steadfast commitment to achieve our clients' goals

Experienced Investment Banking Professionals

A 26-year firm with professionals with more than 150 years combined experience in middle market mergers & acquisitions and corporate finance advisory services

Objective Advice

We provide frank advice, backed with analysis and perspective, to map out and execute a process to reach our clients' transaction objectives

Industry Expertise

Real-time pulse of sector activity, corporate, family office & private equity participants and enterprise valuation metrics

The Right Capital

Capital is a commodity ... the investor behind the capital is targeted based on our clients' objectives

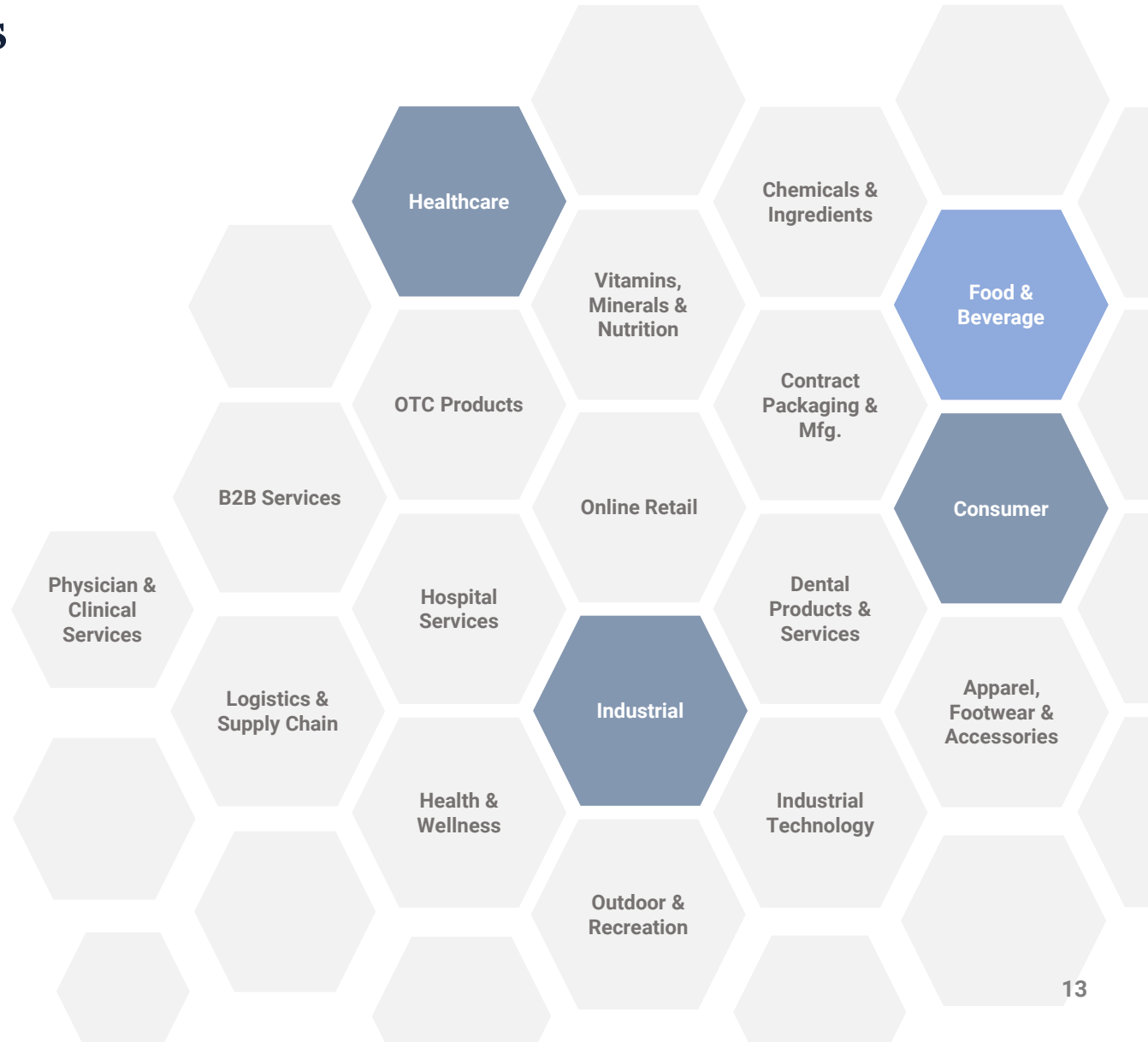
Senior Banker Immersion

From engagement inception through post-closing transaction functions, our senior bankers are front and center

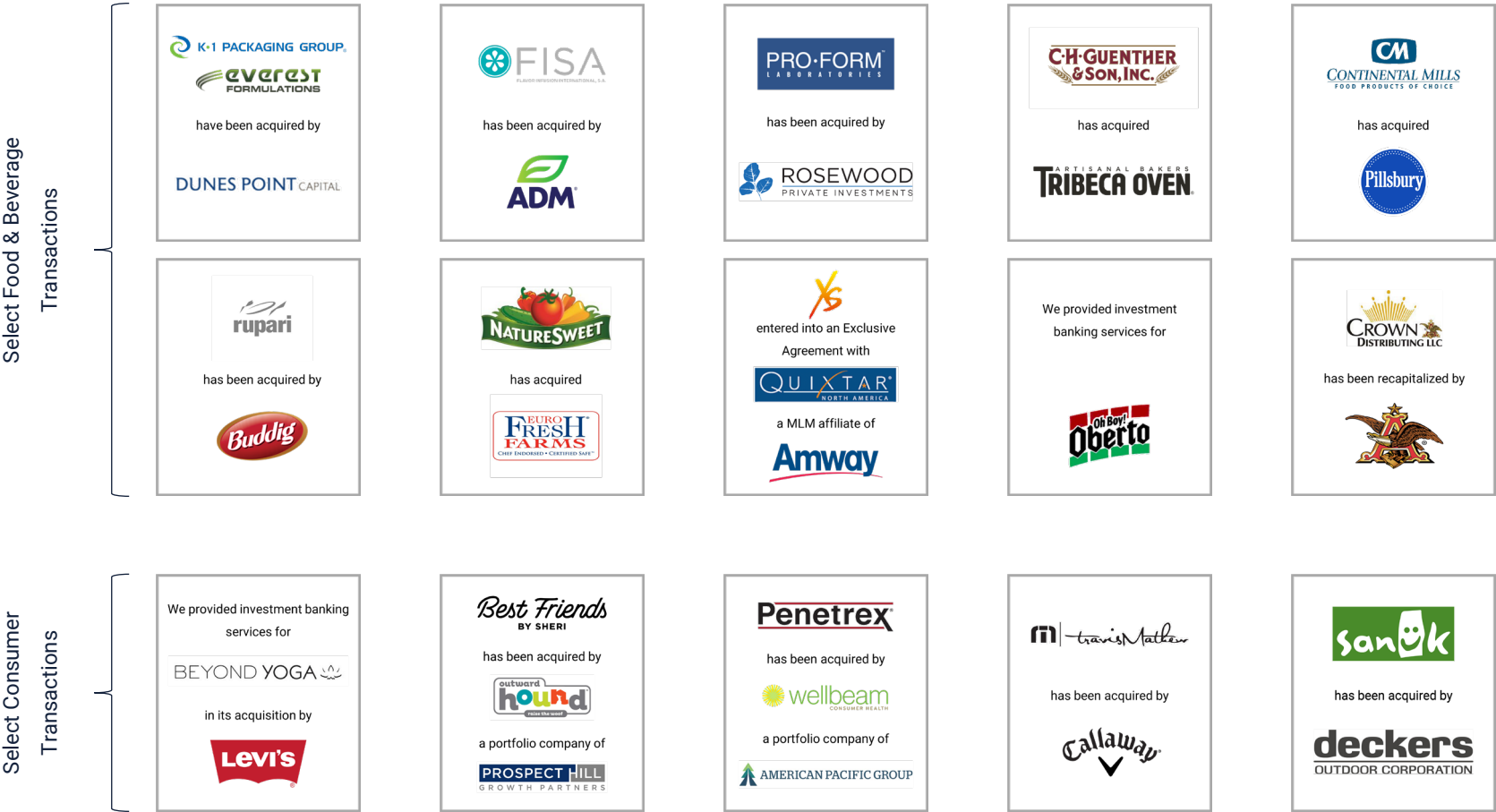
Services & Industries

With more than 250 completed transactions, HCA's investment bankers maintain relationships with key decision-makers among strategic buyers and investors and comprehensive coverage of relevant private equity groups and family offices

- Merger and Acquisition Advisory
- Equity and Debt Capital Placement
- Strategic Alternatives Assessment
- Exclusive Sales and Divestitures
- Strategic Planning
- Management Buy-outs
- Recapitalizations



Proven Track Record of Successful Transactions



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