

## Third Quarter Report

### Who Decides What's For Dinner Tonight?

The focus of our industry review will mainly be targeting North American stories and companies.

#### REPORT HIGHLIGHTS:

**1. Latest Financial Results Highlights**

**2. Industry Groups Influencing the Industry Trends**

- We review different companies that compose the industry: the trends, issues, challenges, and their strategies.
- For this first edition, we will just provide an overview of the key points.
- Our ultimate goal is to identify companies and products that may have a strategic advantage in competing in this transforming industry.

**3. Recent Financings and Deals**

**4. Industry Comps**

#### 1. Latest Financials Results Highlights

- **Beyond Meat (Nasdaq:BYND)** reported results below expectations. Net sales rose 12.7% year-over year to \$106.4 million, missing expectations of \$109.2 million. **Beyond Meat** reported a wider-than-expected loss for its third quarter and revenue that fell short of analysts' estimates. It also disappointed investors with its revenue outlook for the fourth quarter. U.S. revenue fell 13.9% compared with a year ago, mostly due to weaker grocery demand with decreasing revenues in the U.S. market.
- **Oatly Group AB (Nasdaq:OTLY)** saw revenues jump 49% in Q3/2021. However, revenues in the U.S. market declined versus the prior quarter. Gross profit fell to 26.2% of sales from 31.3% in the prior year. The gross profit margin decline was primarily due to higher logistics expenses in EMEA and the Americas as well as higher container rates for shipments from EMEA to Asia, a change in channel and customer mix primarily in the Americas, as well as short-term challenges related to scaling up production capacity at the Ogden, Utah, facility. Looking ahead, **Oatly** reduced its 2021 revenue guidance to \$635 million versus the prior consensus view of \$690 million.
- **GreenSpace Brands Inc. (TSXV:JTR)** in FQ1/2022 (ending June 30, 2021) booked Gross Revenue from continuing operations of C\$5.1 million, an 8% improvement versus the prior quarter, representing the first quarter of sequential revenue growth in the past year. Revenues versus last year were down almost 50% reflecting its initiative to reduce SKUs. (...continued...)

*Note: All figures in US dollars unless otherwise noted.*

	Price (\$)	Mkt Cap (M)
<b>U.S. - Emerging Products</b>		
Beyond Meat	76.72	4,858.7
Calavo Growers	41.74	738.1
Cyanotech	3.37	20.9
Landec	8.67	255.4
Lifeway Foods	5.23	80.7
MusclePharm	0.58	19.4
Nabati Foods	0.78	35.4
Pactiv Evergreen	13.22	2,343.3
Post Holdings	102.15	6,388.8
Tattooed Chef	16.84	1,380.6
Trident Brands	0.04	1.1
<b>Canada - Emerging Products</b>		
Boosh Plant-Based	1.10	20.9
Else Nutrition	1.88	195.9
GreenSpace	0.07	35.3
GURU Organic	16.87	545.5
Modern Plant Based	1.29	45.4
Naturally Splendid	0.03	5.5
Odd Burger	0.70	58.0
Plant & Co. Brands	0.19	19.3
Pontus Protein	0.14	10.6
TVGF Company	1.34	158.8
YummyBear Goods	2.73	75.0
<b>Specialty</b>		
Eat Beyond	0.76	25.9
Eat Well	0.60	69.9
Natural Order	9.88	284.1
PlantX Life	0.30	38.2
Sprouts	26.89	3,018.6
Organic Garage	0.47	28.3
Wildpack Beverage	0.66	67.5

Source: S&P Capital IQ

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- **GreenSpace Brands** (...continued...) In addition, the reduction of some private label businesses in the United States and Canada resulted in lower revenues compared to the prior year. Net Loss of C\$0.3 million was improved compared to a net loss of C\$0.9 million in the prior year.
- **Guru Organic Energy Corp. (TSX:GURU)** reported record Q3/2021 (ending July 31) revenue of C\$8.0 million, up 22% versus Q3/2020. Gross margin was 63% in Q3/2021 versus 66% in 2020. The transition to PepsiCo for the distribution of Guru products in Canada was effective October 4, 2021. With a recent financing of C\$49.6 million, Guru has more than C\$75.0 million to support its commercial efforts in North American growth. Net loss for the third quarter totalled C\$2.0 million or C\$(0.07)/share, compared to a net income of C\$1.2 million or C\$0.05/share in 2020.
- **SunOpta Inc. (TSX:SOY)** sales for the quarter rose to C\$198.5 million from C\$191.7 million in the year prior. **SunOpta** continued to invest in growing its capacity to produce plant-based beverages during the third quarter but was challenged by labour shortages and the ability to fully utilize its current capacity. Gross profit was 11.8% in the third quarter of 2021 compared to 14.0% in the same quarter last year.
- **Tattooed Chef (Nasdaq:TCF)** reported that quarterly revenue reached a record high at \$58.8 million and increased 44% year-over-year. Gross profit margin fell to 10.1% from 10.3% last year and 15.7% in Q2/2021 due to higher raw material and transportation costs. Meanwhile, its net loss increased to \$70.1 million compared to a \$3.5 million net profit in Q3/2020. Its 2021 outlook was lowered with revenues now expected between \$210-215 million versus prior guidance of \$235-242 million. Gross margin was also reduced to 12-14% versus prior guidance of 16-22%.

## 2. Industry Groups Influencing the Trends in the Food & Beverage Industry

### 1) Government and Medical Associations

- a. Same story: The United States Department of Agriculture ("USDA"), American Diabetes, American Heart Association, and others continue to publish guidelines and recommendations, but the overall picture has changed very little for the past 50 years. Do we need these guidelines and why do people have little confidence in those recommendations?
- b. Protectionism: What company or interests are these associations trying to protect or support?
- c. Unwillingness to change: We will review why they are very slow to change and what could be the impact on the health of the nation. After all, more than 88% of US adults are metabolically unhealthy.

Are the recommendations not working, consumers not listening, or are companies not making the right products? We are not looking for blame but let us review the facts.

**2) Large Food and Beverage Companies (Products, Ingredients, and Technologies)**

- a. What is the legacy they need to protect?
- b. Are they slow to change?
- c. Are they in denial or ready to change?
- d. How to balance shareholder satisfaction with consumer health.
- e. A look at behind the scenes
  - i. New brands
  - ii. New positioning
  - iii. Research & Development directions
  - iv. Understanding they need to change as the market is moving

**3) Small and Innovative Companies**

- a. Innovation and risk takers to suggest new product innovations even for niche markets.
- b. Leverage technology to increase production, reduce costs, and improve customer experience.
- c. Focus on research and development in the early stage of development.

Which companies are likely to benefit from consumer tastes and healthier choices?

**4) Consumers and Social Media Groups**

- a. Focus on health benefits, ethical sourcing, and sustainability.
- b. Worldwide movement of meat-free, salt-free, fat-free, low carbs.
- c. Emergence of multiple diet choices, applications, and meal choices.
- d. How do we deal with the increase of allergies that has developed in recent decades?
- e. Strong influence from social media and influencers.
- f. How to satisfy association and health groups such as paleo, low carbs, vegan, plant-based, flexitarians, etc...?

**5) Consumer's Expectations and Needs**

- a. Healthier products
- b. Socially and ethically responsible food
- c. Sustainable sourcing

In this first edition, we provide the structure of our future reports that will discuss how the major groups or participants are involved and influencing in shaping the creation of what we eat and drink.

Between the current state of chronic diseases, the intense discussions around climate change, and the solutions on how to feed 10 billion people by 2050, we believe we are at an exciting time in the industry, and we expect far more changes in the industry than we have seen in recent years.

We will also be reviewing capital market valuations for smaller and innovative technology companies compared to traditional processed foods and ingredients companies.

See you next time.

*The eResearch Team*

### 3. Recent Financings and Deals

#### July 2021

#### [The Very Good Food Company Announces Closing of Oversubscribed \\$20.7 Million Bought Deal Public Offering](#)

- The **Very Good Food Company Inc. (TSXV:VERY | OTC:VRYF | FSE: OSI)** closed a bought deal financing of 5.59 million units at a price of C\$3.70 per unit for gross proceeds of C\$20.7 million.
- Each unit consisted of one common share and one-half of one common share purchase warrant, with each full warrant entitling the holder to purchase one common share at C\$4.60 per share until January 2, 2023.
- **The Very Good Food Company** intends to use the proceeds to fund the start of operations at its production facility in Patterson, California, for the expansion of its U.S. eCommerce and wholesale divisions, and to fund international eCommerce initiatives.
- **The Very Good Food Company** is a food technology company that produces plant-based meat and cheese products.

#### [Delivery Start-up Jokr Raises \\$170 Million in Series A Funding](#)

- **Jokr Enterprises**, a quick-delivery grocery start-up, raised \$170 million in a Series A funding round, backed by high-level technology investors, including **GGV Capital, Balderton Capital, and Tiger Global**.
- **Jokr** plans to use the capital to expand operations and target local product offerings for more sustainable delivery and supply chains.
- **Jokr** offers instant grocery and retail delivery services by collaborating with local businesses and restaurants, and operates in 7 countries, with 100 delivery hubs across 9 cities in the United States, Latin America, and Europe.

#### [Swiggy to Invest in Instamart After \\$1.25 Billion Funding Round](#)

- **Swiggy**, the India-based online food ordering platform, announced that it will invest \$1.25 billion in its recently launched grocery delivery service called **Instamart**.
- The capital will be raised from **SoftBank Vision Fund II** and other investors, including **Prosus and Accel, Qatar Investment Authority, Falcon Edge Capital, Amansa Capital, Goldman Sachs, and Wellington Management**.
- Post-funding, **Swiggy** will be valued at \$5.5 billion.
- **Swiggy** is an online food ordering and delivery platform that brings food to its customers from local restaurants.

#### [NotCo Raises \\$235 Million in Series D Funding Round](#)

- According to a Business Wire report, plant-based food tech pioneer NotCo announced that it raised \$235 million in a Series D funding round, led by Tiger Global, at a valuation of \$1.5 billion.
- The funding round also attracted celebrities including Lewis Hamilton, Roger Federer, and Questlove.
- **NotCo** plans to use the proceeds to accelerate its growth in the United States, expand to new geographies, add more categories to its product line, and scale up its proprietary patented Artificial Intelligence (AI) technology.
- **NotCo** is a food technology company that produces plant-based alternatives to animal meat products using its proprietary AI technology.

### Just Salad Raises Capital from Closed Loop Partners for Business Expansion

- **Just Salad**, the fast-casual restaurant chain that offers healthy and sustainable eating options, raised capital from **Closed Loop Partners**, a New York-based investment firm, and the **Panda Restaurant Group**. Terms of the investment were not disclosed.
- **Just Salad** plans to use the capital to increase its geographical footprint over the next two years and advance sustainable food packaging.
- **Just Salad** also plans to make its “reusable bowl” program available for off-premise dining options, including takeaway and delivery.

### Nobell Foods Raises \$75 Million

- **Nobell Foods**, the plant-based cheese company, raised \$75 million through a Series B funding round led by investors, including Bill Gates’ **Breakthrough Energy Ventures**, **Hillhouse Capital Group**, and **Footprint Coalition**.
- With this funding, **Nobell’s** total raised capital has reached \$100 million. **Nobell** plans to use the capital to commercialize its first cheese products, including mozzarella made from genetically edited casein.
- **Nobell Foods** offers plant-based alternatives to real cheese made with casein, which has the potential to replicate the taste, texture, and mouthfeel of dairy-based cheese.

### Notch Raises \$10 Million to Fuel Ongoing Innovation

- **Notch**, the wholesale food supply ordering solutions provider, raised \$10 million in a funding round led by **Accomplice and BDC Capital**, **MATH Venture Partners**, and **Golden Ventures**.
- **Notch** plans to use the funds to boost ongoing innovation and expand its first, all-in-one platform across the United States to digitize the restaurant supply chain.
- **Notch’s** solutions help restaurants become more efficient and profitable, and it currently operates in Chicago, Texas, and Toronto.

### Noblegen Opens C\$500 Million Series C Round to Commercialize Suite of Ingredients from Ancient Microbe Euglena Gracilis

- **Noblegen Inc.**, a biotech start-up, announced it will receive C\$500 million in a funding round.
- It plans to use the capital to commercialize a suite of products from the ancient microorganism *euglena gracilis*.
- **Noblegen** produces plant-based food and ingredients using its advanced “cell-to-solution” technology that allows it to produce ingredients with minimal water and land use, as well as a reduced carbon footprint, compared to the manufacturing of traditional ingredients.
- **Noblegen** also intends to expand its R&D pipeline, hire new people, and increase production.

### Meati Foods Raises \$50 Million in Series B Funding

- **Meati Foods**, a consumer goods company, raised \$50 million in a funding round, led by **Bond, Acre Venture Partners, Congruent Ventures, Prelude Ventures**, and **Tao Capital**.
- **Meati Foods** plans to use the raised capital to increase its production, launch products nationwide, and add more people to its team.
- **Meati Foods** creates plant-based meat alternatives using a proprietary process that is capable of producing the meat equivalent of 4,500 cows every 24 hours, from mycelium, the muscular root structure of fungi (mushrooms).

### Nature's Fynd Closes \$350 Million Investment Round

- **Nature's Fynd**, a Chicago-based fermented protein company, raised \$350 million in a funding round led by **SoftBank's Vision Fund II** and other investors.
- **Nature's Fynd** plans to use the raised capital to accelerate its growth by increasing production capacity, developing partnerships, expanding business globally, and adding more offerings to its product line.
- **Nature's Fynd** develops meat and dairy substitutes from the protein produced by a fungus. It intends to roll out its products this year.

### Dole Returns to the Market with IPO

- After an eight-year absence, **Dole plc (NYSE:DOLE)** returned to the public market and made its debut (again) on the New York Stock Exchange.
- The IPO marked the completion of **Dole Food's** merger with **Total Produce**, a deal that began in 2018 when the latter took a 45% stake in Dole for \$300 million. With this merger, the newly formed company, Dole plc became the largest fresh food producer in the world.
- The IPO of 25 million shares, priced at \$16 per share, raised \$400 million in gross proceeds, which were used to cover the cost of the merger as well as pay down debt. The shares opened at \$15 per share, fixing its implied market value of approximately \$1.5 billion.

## August 2021

### Weber Stock Jumps on First Day of Trade After "Undercooked" IPO

- After downsizing its IPO, the stock of **Weber Inc. (NYSE:WEBR)** rose 18% to \$16.50 after reaching \$17.25 intraday.
- **Weber** offered 17.9 million shares, priced at \$14 per unit, and raised \$250 million.
- The trading debut, which gave it a valuation of approximately \$4 billion, is aimed at capitalizing on the pandemic-era boom in outdoor activity.
- **Weber** is an outdoor cooking company that manufactures and distributes outdoor barbeques and associated products.

### Apeel Sciences Announces \$250 million Series E Fundraise

- **Apeel Sciences**, a technology company creating solutions to reduce food waste, announced a \$250 million Series E funding round, bringing its valuation to over \$2 billion.
- The latest round attracted a large group of new investors, including **Mirae Asset Global Investments, GIC, and Viking Global**.
- **Apeel's** core product is a coating made from organic materials that extends produce's shelf life with the goal of reducing food wastage.

### Choco Closes \$100 Million Series B to Build a Global Connected Food System

- **Choco**, a technology company, announced that it raised \$100 million in a Series B funding round led by investors including New York-based growth equity firm **Left Lane Capital, Insight Partners**, and existing investors such as **Coatue Management** and **Bessemer Venture Partners**.
- The funding brings **Choco's** total funding to \$171.5 million. **Choco** plans to use the capital to grow its existing customer footprints in six markets: the United States, Germany, France, Spain, Austria, and Belgium.
- **Choco's** ultimate goal is to make the food supply chain more transparent and sustainable by digitizing and enabling more efficient food procurement processes.

### Sweetgreen Salad Chain Prepares for Initial Public Offering

- **Sweetgreen**, the American fast-casual restaurant chain, has filed confidential paperwork with the Stock and Exchange Commission (SEC) to go public via an IPO.
- In its last funding round, **Sweetgreen** was valued at \$1.8 billion.
- **Sweetgreen** offers a healthier alternative to fast food and has heavily invested in its mobile app to make order placing as easy as possible.
- **Sweetgreen** competes with high-end salad bowl chains such as **Chopt** and **Just Salad**.

## September 2021

### GrubMarket Acquires Farmigo to Help Farmers Embrace Tech

- **GrubMarket Inc.**, a San Francisco-based food technology company, announced that it completed the acquisition of **Farmigo**, an online farm management platform.
- GrubMarket provides software-as-a-service (SaaS) solutions to businesses and consumers to digitalize the food supply chain.
- With this acquisition, **GrubMarket** aims to expand its offerings by leveraging Farmigo's community-supported agricultural (CSA) software. The acquisition also allows **GrubMarket** to build a stronger producer network and boost Business-to-Consumer (B2C) activities in the North American food supply chain.

### Ginkgo Bioworks to Go Public with Over \$1.6 Billion in Proceeds

- A US-based biotech company, **Ginkgo Bioworks (NYSE:DNA)** has announced it will go public via SPAC in what is expected to be the largest biotechnology go-public transaction ever.
- In combination with **Soaring Eagle Acquisition Corp. (NASDAQ:SRNGU, SRNG, SRNGW)**, **Ginkgo Bioworks** expects to raise \$1.6 billion in gross proceeds.
- Approximately \$858 million is to be raised from the **Soaring Eagle** trust account and \$775 million in committed funding from a private investment in Public Equity (PIPE).
- **Ginkgo Bioworks** designs microorganisms for a range of industries, from food to fragrance to pharmaceuticals.

### Misfits Market Hits \$2 Billion Valuation, Capturing Young Consumers' Demand for Sustainable eGrocery

- The online grocery platform, **Misfits Market** announced that it has raised \$225 million in its Series C-1 funding round.
- The investment, led by **SoftBank Vision Fund II** and **Accel**, brought its valuation to \$2 billion.
- **Misfits Market** plans to use the additional capital to expand its reach nationwide and increase the selection of items available to customers.
- **Misfits Market** is a direct-to-consumer online grocery company that works towards preventing food wastage while also making food access easy.

### Dutch Bros Raises \$484 Million in its IPO

- **Dutch Bros (NYSE:BROS)**, an Oregon-based "drive-through only" coffee chain operating in 11 states, raised \$484 million in its initial public offering.
- The shares were sold at a price of \$23 per unit, exceeding the expected range.
- **Dutch Bros'** shares soared almost 70% on its debut, suggesting strong demand for its stock in the market.

### Pontus Protein Announces Non-Brokered Unit Private Placement

- **Pontus Protein Ltd. (TSXV:HULK, OTCQB:HLKFF, FSE:8YC)** announced a non-brokered private placement consisting of approximately 31.2 million units at \$0.16 for gross proceeds up to \$5 million. Pontus plans to use the proceeds for general working capital purposes.
- Pontus Protein is an agri-tech company that produces pure plant-based protein for commercial use from water lentils, which use 95% less water than traditional agriculture and no pesticides or chemicals.

### POS ResTech Firm Toast Eyes IPO up to \$717 Million

- **Toast Inc.**, a Boston-based point of sale (PoS) restaurant tech firm, plans to go public and raise up to \$717 million in an IPO.
- The prospected IPO will bring **Toast's** value to \$16.5 billion. It plans to sell 21.7 million Class A shares for \$30-33 per unit.
- **Toast** provides PoS systems that help restaurants improve operational efficiency and ensure a better guest experience. Through its platform, **Toast** has processed more than \$38 billion in gross payments in the last year.

### Plantible Raises \$21.5 Million to Redefine the Future of Food

- **Plantible Foods**, a San Diego-based food-tech company raised \$21.5 million, bringing the Company's total funding to \$27 million.
- The funding was led by **Astonar Ventures**, a leading agro-tech investor, and **Piva Capital**.
- **Plantible** plans to use the capital to expand the production of Lemna, often considered to be the "most protein-efficient" plant in the world, yields ten times more protein than soy, while requiring only one-tenth of the water.
- It plans to build its first commercial facility to launch commercial production in 2022.
- **Plantible** is a B2B food technology company with the mission to develop the most functional and applicable plant-based protein.

### Food Sharing App OLIO Raises \$43 Million in Series B, as the World Switches on to the Food Waste Crisis

- **OLIO** raised \$43 million in a funding round led by **VNV Global**, the Swedish investment firm, and New York-based **Lugard Road Capital**. **OLIO** plans to use the proceeds for its global expansion. It currently focuses on markets in Latin America, Northern Europe, and Asia.
- **OLIO** is a mobile app that allows users to share unwanted food and other household items with neighbours for free.

### Ripple Raises \$60 Million to Scale Plant-Based Dairy Alternatives

- **Ripple Foods** raised \$50 million in a funding round led by **Rage Capital, Ajax Strategies, and S2G Ventures**.
- **Ripple Foods** makes plant-based dairy alternatives following eco-friendly manufacturing practices.
- **Ripple Foods** plans to use the raised capital to accelerate innovation, add more items to its product line, and expand into new international markets.

### Nabati Foods Files Final Prospectus and Receives CSE Conditional Approval

- **Nabati Food Global**, a food technology company that offers plant-based food products, announced that it has obtained conditional approval to list its common shares on the Canadian Securities Exchange (CSE).
- **Nabati** expects to complete its listing and have the shares begin trading on the CSE under the symbol "MEAL", subject to it fulfilling all of the CSE listing requirements.



### 4. Industry Comps

Figure 1: Suppliers, Technology/Ingredients, Emerging Product (US)

Name	Nov 26 Close (US\$)	Mkt Cap (US\$ M)	Cash (US\$ M)	Debt (US\$ M)	EV** (US\$ M)	REVENUE (US\$ M)			EBITDA (US\$ M)			EV/Revenue			EV/EBITDA		
						2019A	2020A	2021E	2019A	2020A	2021E	2019E	2020E	2021E	2019E	2020E	2021E
<b>SUPPLIERS</b>																	
Archer-Daniels-Midland Company	\$64.40	\$36,028	\$1,141	\$9,962	\$45,095	\$64,656	\$64,355	\$82,335	\$2,580.0	\$2,782	\$4,510	0.7x	0.7x	0.5x	17.5x	16.2x	10.0x
Bunge Limited	\$90.48	\$12,714	\$1,484	\$7,329	\$19,788	\$41,140	\$41,404	\$57,087	\$1,444.0	\$1,847	\$2,823	0.5x	0.5x	0.3x	13.7x	10.7x	7.0x
Conagra Brands, Inc.	\$31.60	\$15,158	\$67	\$9,521	\$24,691	\$10,532	\$11,054	\$11,137	\$2,166.4	\$2,382	\$2,175	2.3x	2.2x	2.2x	11.4x	10.4x	11.4x
<b>Mean (EV/Rev &lt;20; EV/EBITDA &lt;50)</b>												<b>1.2x</b>	<b>1.1x</b>	<b>1.0x</b>	<b>14.2x</b>	<b>12.4x</b>	<b>9.5x</b>
<b>Median</b>												<b>0.7x</b>	<b>0.7x</b>	<b>0.5x</b>	<b>13.7x</b>	<b>10.7x</b>	<b>10.0x</b>

Name	Mean (EV/Rev <20; EV/E Close (US\$)	Mkt Cap (US\$ M)	Cash (US\$ M)	Debt (US\$ M)	EV** (US\$ M)	REVENUE (US\$ M)			EBITDA (US\$ M)			EV/Revenue			EV/EBITDA		
						2019A	2020A	2021E	2019A	2020A	2021E	2019E	2020E	2021E	2019E	2020E	2021E
<b>TECHNOLOGY / INGREDIENTS</b>																	
Arcadia Biosciences, Inc.	\$1.41	\$31	\$36	\$4	\$0	\$1	\$8	\$8	-\$19.9	-\$17	-\$24	0.0x	0.0x	0.0x	0.0x	0.0x	0.0x
Better Plant Sciences Inc.	\$0.00	\$0	\$1	\$1	\$0	\$4	\$1	\$0	-\$12.8	-\$7	\$0	0.0x	0.0x		0.0x	0.0x	
Burcon NutraScience Corporation	\$1.54	\$167	\$11	\$0	\$157	\$0	\$0	\$0	-\$3.9	-\$4	-\$6	3965.7x	12989.9x	313.4x			
Calyxt, Inc.	\$3.09	\$119	\$14	\$18	\$123	\$7	\$24	\$27	-\$38.1	-\$41	-\$27	16.9x	5.2x	4.6x			
Ingredion Incorporated	\$96.61	\$6,428	\$438	\$2,345	\$8,422	\$6,209	\$5,987	\$6,856	\$908.0	\$858	\$941	1.4x	1.4x	1.2x	9.3x	9.8x	8.9x
John Bean Technologies	\$163.36	\$5,190	\$58	\$654	\$5,786	\$1,946	\$1,728	\$1,890	\$285.7	\$252	\$264	3.0x	3.3x	3.1x	20.3x	22.9x	21.9x
MeaTech 3D Ltd.	\$6.79	\$0	\$26	\$0	-\$25	\$0	\$0	\$0	-\$0.4	-\$8	\$0				60.4x	3.0x	
Whole Earth Brands, Inc.	\$11.28	\$434	\$34	\$413	\$814	\$272	\$275	\$500	\$45.6	\$33	\$85	3.0x	3.0x	1.6x	17.8x	24.7x	9.6x
<b>Mean (EV/Rev &lt;20; EV/EBITDA &lt;50)</b>												<b>4.0x</b>	<b>2.1x</b>	<b>2.1x</b>	<b>9.5x</b>	<b>10.1x</b>	<b>10.1x</b>
<b>Median</b>												<b>3.0x</b>	<b>3.0x</b>	<b>2.3x</b>	<b>13.6x</b>	<b>6.4x</b>	<b>9.3x</b>

Name	Mean (EV/Rev <20; EV/E Close (US\$)	Mkt Cap (US\$ M)	Cash (US\$ M)	Debt (US\$ M)	EV** (US\$ M)	REVENUE (US\$ M)			EBITDA (US\$ M)			EV/Revenue			EV/EBITDA		
						2019A	2020A	2021E	2019A	2020A	2021E	2019E	2020E	2021E	2019E	2020E	2021E
<b>EMERGING PRODUCTS - US</b>																	
Beyond Meat, Inc.	\$76.72	\$4,859	\$886	\$1,155	\$5,127	\$298	\$407	\$465	\$12.5	-\$18	-\$79	17.2x	12.6x	11.0x	410.7x		
Calavo Growers, Inc.	\$41.74	\$738	\$1	\$105	\$843	\$1,211	\$1,059	\$1,046	\$65.7	\$54	\$23	0.7x	0.8x	0.8x	12.8x	15.5x	37.1x
Cyanotech Corporation	\$3.37	\$21	\$2	\$9	\$28	\$29	\$32	\$0	\$2.0	\$4	\$0	0.9x	0.9x		13.8x	7.8x	
Landec Corporation	\$8.67	\$255	\$1	\$178	\$432	\$590	\$590	\$529	\$11.4	\$17	\$29	0.7x	0.7x	0.8x	38.0x	25.1x	14.7x
Lifeway Foods, Inc.	\$5.23	\$81	\$10	\$8	\$78	\$94	\$102	\$0	\$1.4	\$8	\$0	0.8x	0.8x		55.8x	9.6x	
MusclePharm Corporation	\$0.58	\$19	\$0	\$13	\$32	\$80	\$64	\$0	-\$14.4	\$3	\$0	0.4x	0.5x			9.8x	
Nabati Foods Global Inc.	\$0.78	\$35	\$0	\$0	\$35	\$0	\$0	\$0	\$0.0	\$0	\$0						
Pactiv Evergreen Inc.	\$13.22	\$2,343	\$627	\$4,518	\$6,238	\$5,191	\$4,689	\$5,391	\$675.0	\$638	\$547	1.2x	1.3x	1.2x	9.2x	9.8x	11.4x
Post Holdings, Inc.	\$102.15	\$6,389	\$817	\$7,557	\$13,446	\$5,727	\$5,699	\$6,192	\$1,142.4	\$1,049	\$1,101	2.3x	2.4x	2.2x	11.8x	12.8x	12.2x
Tattooed Chef, Inc.	\$16.84	\$1,381	\$129	\$9	\$1,260	\$85	\$148	\$213	\$6.9	\$6	-\$19	14.8x	8.5x	5.9x	182.3x	204.9x	
Trident Brands Incorporated	\$0.04	\$1	\$0	\$22	\$23	\$2	\$1	\$0	-\$6.5	-\$4	\$0	10.8x	26.5x				
<b>Mean (EV/Rev &lt;20; EV/EBITDA &lt;50)</b>												<b>5.0x</b>	<b>3.2x</b>	<b>3.6x</b>	<b>17.1x</b>	<b>12.9x</b>	<b>18.8x</b>
<b>Median</b>												<b>1.1x</b>	<b>1.1x</b>	<b>1.7x</b>	<b>25.9x</b>	<b>11.3x</b>	<b>13.4x</b>

Source: S&P Capital IQ; eResearch Corp.

## Industry Comps (cont.)

Figure 2: Emerging Products (Canada), Specialty

Name	Ticker	Nov 26 Close (C\$)	Mkt Cap (C\$ M)	Cash (US\$ M)	Debt (US\$ M)	EV** (C\$ M)	REVENUE (C\$ M)			EBITDA (C\$ M)			EV/Revenue			EV/EBITDA		
							2019A	2020A	2021E	2019E	2020A	2021E	2019E	2020E	2021E	2019A	2020E	2021E
<b>EMERGING PRODUCTS - CANADA</b>																		
Boosh Plant-Based Brands Inc.	CNSX:VEGI	\$1.10	\$20.9	\$1.4	\$0.1	\$19.6	\$0.0	\$0.1	\$0.0	\$0.0	-\$0.2	\$0.0	244.9x					
Else Nutrition Holdings Inc.	TSXV:BABY	\$1.88	\$195.9	\$16.7	\$0.1	\$179.3	\$0.6	\$1.5	\$7.1	-\$2.8	-\$8.7	-\$17.4	323.7x	121.0x	25.3x			
GreenSpace Brands Inc.	TSXV:JTR	\$0.07	\$35.3	\$3.5	\$16.9	\$48.7	\$39.0	\$27.2	\$0.0	-\$3.8	-\$11.9	\$0.0	1.2x	1.8x				
GURU Organic Energy Corp.	TSX: GURU	\$16.87	\$545.5	\$68.5	\$2.0	\$479.0	\$0.0	\$23.4	\$31.5	\$0.0	-\$0.3	-\$7.7	20.5x	15.2x				
LeanLife Health Inc.	CNSX:LLP	\$0.04	\$8.3	\$0.0	\$0.6	\$8.8	\$0.0	\$0.0	\$0.0	-\$2.2	-\$3.1	\$0.0						
Modern Plant Based Foods Inc.	CNSX:MEAT	\$1.29	\$45.4	\$0.5	\$0.6	\$45.5	\$0.0	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0	164.5x					
Naturally Splendid Enterprises Ltd.	TSXV:NSP	\$0.03	\$5.5	\$0.0	\$1.7	\$7.2	\$3.0	\$1.6	\$0.0	-\$4.9	-\$3.9	\$0.0	2.4x	4.6x				
Odd Burger Corporation	TSXV:ODD	\$0.70	\$58.0	\$3.9	\$1.1	\$55.2	\$0.0	\$1.0	\$0.0	\$0.0	-\$0.6	\$0.0	56.9x					
Plant & Co. Brands Ltd.	CNSX:VEGN	\$0.19	\$19.3	\$2.0	\$0.4	\$17.7	\$0.1	\$0.1	\$0.0	-\$6.0	-\$3.8	\$0.0	203.7x	173.2x				
Pontus Protein Ltd.	TSXV: HULK	\$0.14	\$10.6	\$0.1	\$2.0	\$12.5	\$0.0	\$0.0	\$0.0	\$0.0	-\$0.7	\$0.0						
The Very Good Food Company Inc.	TSXV:VERY	\$1.34	\$158.8	\$10.5	\$24.1	\$172.4	\$1.0	\$4.6	\$0.0	-\$2.1	-\$11.8	\$0.0	172.4x	37.2x				
Yumy Bear Goods Inc.	CNSX:YUMY	\$2.73	\$75.0	\$2.5	\$0.4	\$73.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0						
<b>Mean (EV/Rev &lt;20; EV/EBITDA &lt;50)</b>													1.8x	3.2x	15.2x	#DIV/0!	#DIV/0!	#DIV/0!
<b>Median</b>													172.4x	56.9x	20.2x	#NUM!	#NUM!	#NUM!
Name	Ticker	Nov 26 Close (US\$)	Mkt Cap (US\$ M)	Cash (US\$ M)	Debt (US\$ M)	EV** (US\$ M)	REVENUE (US\$ M)			EBITDA (US\$ M)			EV/Revenue			EV/EBITDA		
							2019A	2020A	2021E	2019A	2020A	2021E	2019E	2020E	2021E	2019A	2020E	2021E
<b>SPECIALTY</b>																		
Eat Beyond Global Holdings Inc.	CNSX:EATS	\$0.76	\$26	\$4	\$0	\$22	\$0	\$0	\$0	\$0.0	\$0	\$0						
Eat Well Investment Group Inc.	CNSX:EWG	\$0.60	\$70	\$5	\$28	\$93	\$0	\$0	\$0	\$0.0	\$0	\$0						
Natural Order Acquisition Corp.	Nasdaq:NOAC	\$9.88	\$284	\$1	\$0	\$283	\$0	\$0	\$0	\$0.0	\$0	\$0						
PlantX Life Inc.	CNSX:VEGA	\$0.30	\$38	\$14	\$2	\$26	\$0	\$0	\$0	\$0.0	\$0	\$0	9587.4x					
Sprouts Farmers Market, Inc.	Nasdaq:SFM	\$26.89	\$3,019	\$260	\$1,499	\$4,258	\$5,635	\$6,469	\$6,083	\$345.5	\$518	\$453	0.8x	0.7x	0.7x	12.3x 8.2x 9.4x		
Organic Garage Ltd.	TSXV:OG	\$0.47	\$28	\$3	\$11	\$37	\$24	\$24	\$30	\$0.0	\$2	\$0	1.5x	1.5x	1.3x	14.9x		
Wildpack Beverage Inc.	TSXV:CANS	\$0.66	\$67	\$0	\$27	\$95	\$0	\$0	\$34	\$0.0	\$0	\$2			2.8x	40.0x		
<b>Mean (EV/Rev &lt;20; EV/EBITDA &lt;50)</b>													1.1x	1.1x	1.6x	12.3x	11.6x	24.7x
<b>Median</b>													1.1x	1.5x	1.3x	12.3x	11.6x	24.7x

Source: S&P Capital IQ; eResearch Corp.

Industry Comps (cont.)

Figure 3: Consumer Processed

Name	Ticker	Nov 26 Close (US\$)	Mkt Cap (US\$ M)	Cash (US\$ M)	Debt (US\$ M)	EV** (US\$ M)	REVENUE (US\$ M)			EBITDA (US\$ M)			EV/Revenue			EV/EBITDA		
							2019A	2020A	2021E	2019A	2020A	2021E	2019E	2020E	2021E	2019E	2020E	2021E
<b>CONSUMER PROCESSED</b>																		
Campbell Soup Company	NYSE:CPB	\$41.52	\$12,544	\$69	\$5,292	\$17,769	\$8,078	\$8,965	\$8,385	\$1,447.0	\$1,619	\$1,596	2.2x	2.0x	2.1x	12.3x	11.0x	11.1x
Danone S.A.	ENXTPA:BN	\$54.33	\$35,361	\$6,290	\$17,656	\$46,844	\$25,287	\$23,620	\$23,918	\$5,093.0	\$4,418	\$4,295	1.9x	2.0x	2.0x	9.2x	10.6x	10.9x
Dole plc	NYSE:DOLE	\$13.28	\$1,236	\$358	\$736	\$1,767	\$3,729	\$3,818	\$8,124	\$78.4	\$88	\$329	0.5x	0.5x	0.2x	22.5x	20.1x	5.4x
General Mills, Inc.	NYSE:GIS	\$62.76	\$38,013	\$711	\$12,953	\$51,133	\$16,783	\$17,627	\$17,918	\$3,697.5	\$3,979	\$3,725	3.0x	2.9x	2.9x	13.8x	12.8x	13.7x
The Hain Celestial Group, Inc.	NasdaqGS:HAIN	\$41.63	\$3,867	\$29	\$439	\$4,277	\$2,041	\$2,054	\$1,983	\$145.0	\$224	\$253	2.1x	2.1x	2.2x	29.5x	19.1x	16.9x
The Hershey Company	NYSE:HSY	\$177.92	\$36,652	\$676	\$4,700	\$40,686	\$7,986	\$8,150	\$8,878	\$1,970.4	\$2,099	\$2,299	5.1x	5.0x	4.6x	20.6x	19.4x	17.7x
Hormel Foods Corporation	NYSE:HRL	\$42.81	\$23,227	\$310	\$3,325	\$26,248	\$9,521	\$9,685	\$11,642	\$1,293.2	\$1,350	\$1,427	2.8x	2.7x	2.3x	20.3x	19.4x	18.4x
The J. M. Smucker Company	NYSE:SJM	\$130.95	\$14,190	\$155	\$4,768	\$18,803	\$7,611	\$7,801	\$7,932	\$1,642.1	\$1,923	\$1,541	2.5x	2.4x	2.4x	11.5x	9.8x	12.2x
Kellogg Company	NYSE:K	\$63.64	\$21,709	\$490	\$8,182	\$29,926	\$13,578	\$13,770	\$14,118	\$2,090.0	\$2,334	\$2,285	2.2x	2.2x	2.1x	14.3x	12.8x	13.1x
Keurig Dr Pepper Inc.	Nasdaq:KDP	\$34.98	\$49,600	\$203	\$14,078	\$63,475	\$11,120	\$11,618	\$12,589	\$3,317.0	\$3,544	\$4,087	5.7x	5.5x	5.0x	19.1x	17.9x	15.5x
The Kraft Heinz Company	Nasdaq:KHC	\$34.83	\$42,633	\$2,273	\$24,075	\$64,584	\$24,977	\$26,185	\$25,970	\$6,562.0	\$6,856	\$6,238	2.6x	2.5x	2.5x	9.8x	9.4x	10.4x
Laird Superfood, Inc.	NYSEAM:LSF	\$13.65	\$124	\$31	\$0	\$92	\$13	\$26	\$39	-\$8.5	-\$12	-\$19	7.1x	3.6x	2.4x			
McCormick & Company,	NYSE:MKC	\$85.54	\$22,866	\$313	\$5,521	\$28,091	\$5,347	\$5,601	\$6,303	\$1,141.3	\$1,181	\$1,296	5.3x	5.0x	4.5x	24.6x	23.8x	21.7x
Mondelez International, Inc.	Nasdaq:MDLZ	\$60.25	\$84,047	\$3,401	\$20,492	\$101,194	\$25,868	\$26,581	\$28,668	\$5,134.0	\$5,412	\$5,929	3.9x	3.8x	3.5x	19.7x	18.7x	17.1x
Nestlé S.A.	SWX:NESN	\$120.50	\$331,430	\$6,436	\$44,930	\$370,741	\$92,568	\$84,343	\$87,015	\$18,676.0	\$17,086	\$18,667	4.0x	4.4x	4.3x	19.9x	21.7x	19.9x
Nomad Foods Limited	NYSE:NOMD	\$24.29	\$4,291	\$212	\$2,252	\$6,507	\$2,324	\$2,516	\$2,606	\$381.7	\$429	\$485	2.8x	2.6x	2.5x	17.0x	15.2x	13.4x
Oatly Group AB	Nasdaq:OTLY	\$9.67	\$5,722	\$708	\$128	\$5,142	\$204	\$421	\$635	-\$27.4	-\$39	-\$124	25.2x	12.2x	8.1x			
PepsiCo, Inc.	Nasdaq:PEP	\$161.14	\$222,801	\$6,850	\$41,257	\$257,326	\$67,161	\$70,372	\$78,325	\$12,525.0	\$12,725	\$14,338	3.8x	3.7x	3.3x	20.5x	20.2x	17.9x
Saputo Inc.	TSX:SAP	\$29.22	\$12,108	\$222	\$4,304	\$16,190	\$14,461	\$14,575	\$14,461	\$1,421.1	\$1,382	\$1,231	1.1x	1.1x	1.1x	11.4x	11.7x	13.2x
SunOpta Inc.	TSX:SOY	\$7.84	\$851	\$0	\$271	\$1,150	\$722	\$789	\$816	\$8.9	\$45	\$69	1.6x	1.5x	1.4x	128.9x	25.8x	16.6x
The Coca-Cola Company	NYSE:KO	\$53.73	\$232,082	\$14,871	\$41,708	\$260,873	\$37,266	\$33,014	\$38,079	\$11,990.0	\$11,493	\$12,610	7.0x	7.9x	6.9x	21.8x	22.7x	20.7x
Tyson Foods, Inc.	NYSE:TSN	\$81.34	\$29,671	\$2,507	\$9,871	\$37,166	\$43,027	\$43,185	\$47,006	\$4,021.0	\$4,920	\$5,411	0.9x	0.9x	0.8x	9.2x	7.6x	6.9x
United Natural Foods, Inc.	NYSE:UNFI	\$48.96	\$2,838	\$41	\$3,502	\$6,298	\$26,018	\$27,347	\$27,295	\$624.0	\$672	\$745	0.2x	0.2x	0.2x	10.1x	9.4x	8.5x
<b>Mean (EV/Rev &lt;20; EV/EBITDA &lt;50)</b>												<b>3.1x</b>	<b>3.3x</b>	<b>2.9x</b>	<b>16.9x</b>	<b>16.1x</b>	<b>14.3x</b>	
<b>Median</b>												<b>2.8x</b>	<b>2.6x</b>	<b>2.4x</b>	<b>19.1x</b>	<b>17.9x</b>	<b>13.7x</b>	

Source: S&P Capital IQ; eResearch Corp.

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### ANALYST ACCREDITATION

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**Analyst Affirmation: I, Claude Camiré,** hereby state that, at the time of issuance of this research report, I do not own common shares, share options or share warrants of any company mentioned in this report.

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