



Food Value Chain Report

Q1 2025 Market Valuation and Capital Markets Commentary

JUNE 2025

About Us

Capital Alliance Corporation (herein referred to as Oaklins Capital Alliance) is a 48-year-old private investment banking firm that specializes in mergers and acquisitions advisory services for middle-market businesses with enterprise values between \$10-\$300 million.

We combine our market knowledge with professional discipline and time-tested processes. Our team of experienced industry specialists grasp the value of an enterprise from an operations perspective. Although we serve several industries, we have a Food Value Chain focus on agriculture, food and technology industries linked together by the sustainability trends and initiatives which are the basis for this report.

Oaklins Capital Alliance is a member of Oaklins, the world's most experienced mid-market M&A advisor, with over 850 professionals and dedicated industry teams in 40 countries, having closed over 1,900 transactions in the past five years. We leverage specialists with deep local connections to provide the best results for our clients stateside and abroad.



The Report

This report focuses on participants in the animal agriculture ecosystem including cross-over business models which stand to benefit from the convergence of agriculture and biofuels energy policies that aim to support America's commodity grain farmers in an era with shrinking demand for US grain exports to China.

These well intended policies to help the farmer provide positive "pin-action" benefits to much larger industry participants such as the A-B-C-D companies and certain larger co-ops and grain industry traders and processors.

We feature a special situation profile on one potentially overlooked player in this ecosystem set to benefit from potential expansion of renewable voucher obligations (RVOs) and final clarifications related to 45-Z tax credits. That company is **Darling Ingredients, Inc.**, the ultimate "upcycler" in global animal agriculture. **Darling** stands to benefit from many potential catalysts, including dynamically increased demand for its health and wellness focused collagen ingredients which already touch high growth GLP-1 end markets.

A second animal agriculture company we profile stands to benefit from the new administration's "make America healthy again" (MAHA) initiatives. In its two most recent quarterly operating periods, **ImmuCell Corporation** executed at historic levels of profitability and appears poised for final manufacturing process approval from the FDA for its new product, ReTain™, which is a non-antibiotic drug treatment for addressing subclinical mastitis in dairy cows.

In a third section, we update readers on the most recent quarter of operating results for embattled probiotic dairy

food producer, **Lifeway Foods, Inc.** In prior reports, we profiled **Lifeway Foods** and reported that it had rejected two attractive buyout offers from its largest shareholder, **Danone North America**. Despite modest topline growth in its most recent quarter, profitability metrics waned at Lifeway for the third consecutive quarter in Q1 2025.

Finally, we point out the tremendous shift underway to increased protein demand from health and wellness seeking consumers. These tailwinds are directly linked to increased attention and rapid adoption of GLP-1 weight loss regimes, and this continues to push demand for nutrient dense dairy and meat products from traditional North American animal agriculture participants.



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Special Situation Presentation: Darling Ingredients, Inc. (NYSE-DAR)

The Ultimate Upcycle Company for a Circular Agri-Food Economy – Darling Ingredients, Inc.

Darling Ingredients, Inc. (NYSE-DAR) is the ultimate “upcycling” business across animal agriculture and food industry sectors. The company is a global leader in animal rendering (processing byproducts from one out of every six slaughtered animals globally), production of biofuels (through its Diamond Green Diesel (DGD) joint venture with Valero Energy Corporation), and production of animal feed, pet food, and food ingredients from its 83 facilities and through its 15,500 employees across five continents.

Darling operates in three business segments across feed, food and fuel Ingredient end markets. It has numerous potential catalysts to improve its operating results in coming periods, from expected agriculture and energy policy updates at the federal government level, from commodity price and margin improvement expectations in its core feed and food segments, from initial full year results related to sustainable aviation fuel (SAF) production and sales at DGD, and from a recently announced joint venture in the collagen ingredients arena which should benefit from the health and wellness boom (including exposure to GLP-1 end markets).

Recent Background on Darling Ingredients, Inc.

All three of Darling’s business segments have considerable commodity price exposure in both feedstock and end products. The company’s fuel ingredients segment faces substantial regulatory and government policy risks related to biodiesel and SAF production, and related tax credit subsidies. Currently, the company (and other industry participants) awaits significant government clarifications on renewable volume obligations (RVOs) and on final provisions of 45-Z tax credits (which impact DGD sustainable aviation fuel margins).

During the post-Covid period between 2021-2023, Darling’s core businesses experienced higher margins resulting from commodity price inflation. Over the last 18 months, those same margins have been under pressure in a global deflationary period for many agri-food commodities.

All three of Darling’s business reporting segments posted lower

results in late 2024 and again in Q1 2025. On its Q1 2025 quarterly conference call, the company maintained full year guidance (despite a weaker-than-expected Q1) as management alluded to improving pricing conditions during March and early April 2025 periods. Furthermore, the company expressed optimism about expected outcomes and timing for 2025 RVO approvals and for final terms on 45-Z tax credits and program implementation guidelines.

During 2022 and 2023, the company acquired significant business operations, including **Valley Proteins** (\$1.1B) which expanded its North American rendering operations (see [here](#)), **FASA Group** (\$0.54B), Brazil’s largest independent rendering company (see [here](#)) and **Gelnex** (\$1.2B), a Brazilian gelatin and collagen producer (see [here](#)). These acquisitions elevated the company’s long-term debt to over \$4 billion and, when combined with lower EBITDA from challenging 2024 operations, have limited company capital allocation to planned CAPEX and to paying down debt in 2024 and into 2025, while putting corporate M&A objectives on hold.

Recent Background on Darling Ingredients, Inc. (continued)

- On May 12, 2025, the company announced a planned joint venture to combine approximately 75% of its food ingredient business as an 85% partner along with 15% minority partner, the **PB Leiner** operations of Belgium-based **Tessenderlo Group (XBRU-TESB)**, to form a combined \$1.5B revenue collagen ingredients company targeting higher margin (and higher valuation multiple) health, wellness and nutrition end markets.
- The proposed transaction is in the memorandum of understanding (MOU) stage with its European counterparty who was required to announce the proposed transaction at this earliest stage due to public company listing requirements in Belgium. More information about the proposed transaction will be disclosed when the process proceeds to a definitive agreement stage and is sent out for approvals from governing global trade authorities. (See original deal announcement [here](#) and related company presentation materials [here](#)).
- It is apparent from a conference call with analysts to discuss the proposed deal and from recent fireside chat comments at the BMO Global Farms to Market Conference (full transcript accessible [here](#)) that management sees tremendous market potential and valuation appreciation potential from this corporate development. One should not be surprised if or when the company “spins-out” this proposed operation into its own public company in the future, in an effort to unlock total value for **Darling** shareholders.

Recent Comments by Darling CEO, Randall Stuewe Interview at the BMO Conference

- The following section highlights our takeaways or quotations from **Darling CEO, Randall Stuewe** commentary as presented at the **May 14th BMO Global Farms to Market Conference**. We encourage readers to access the entire transcript. These excerpts help frame management’s overall thoughts on business valuation, capital allocation, earnings capacity, future opportunities, and current headwinds and tailwinds in its end markets.
- **(1) On Biofuels Policy:** Under the new administration in Washington DC, the focus on biofuels policy has shifted from climate change objectives to support for the American farmer. Anticipated outcomes on RVO and 45-Z matters are now primarily intended to benefit the grain farmer (in an era of reduced grain exports to China and increased supplies from South America). Pin-action from anticipated policy clarifications and improvements stand to benefit **Darling Ingredients** directly in its DGD joint venture and indirectly through increased demand for domestic vegetable oil sources which should benefit pricing and margins across other segment end markets.
- **(2) On RVO Magnitude:** Darling and trade groups anticipate an RVO supporting 5.25 billion gallons of biodiesel capacity to be approved for 2025 (1.9 billion gallons greater than prior annual levels) to absorb additional crushing capacity that was brought to market in recent years.
- **(3) On RVO Timing:** Darling had expected clarifications from the US EPA administration by Memorial Day (this has been delayed by subsequent comments from EPA head, Lee Zeldin in a May, 21 interview with Congress (access [here](#))).

Comments/Takeaways from Darling CEO (continued)

- **(4) On Renewable Diesel Margins:** “Margins in the renewable diesel (RD) business went bad because of cheap biofuel being diverted into this country and cheap feedstocks that were coming out of the Asian countries, namely Chinese used cooking oil (UCO). The way that the legislation today now prohibits some of those feedstocks from coming in, that’s even more friendly” (for Darling).
- **(5) On Sustainable Aviation Fuels:** Darling DGD converted about 50% of its RD capacity at its Port Arthur, Texas facility to SAF capacity which came on line in November 2024. “It’s at or near full capacity today. The sales ledger is really developing at the margins we expected.” Despite that, numerous constraints face the voluntary SAF market in the US and a mandated SAF market in Europe which has been slow to roll out. Future opportunity should emerge from a “book and claim market” where energy hungry AI technology companies seek to buy credits to maintain their corporate carbon neutrality.
- **(6) On Expansion of SAF Capacity:** Discussion around a DGD phase two (SAF II) capacity expansion was less positive. Closing comments on SAF were “Now, we’re extremely bullish on SAF around the world and think that it’s going to move forward. And the margin structure is such that I don’t see it really changing because I don’t see new capital going into it (under current conditions).”

- **(7) On the Feed Ingredient Segment:** The feed segment is by far Darling’s largest revenue segment. “The margin structure in that business is driven by how you buy the raw material and more importantly, what’s the value of the fat, the waste fat that comes off of it. Clearly, the resurgence of the RVO is making fats worth more ... As we came out of Q1, we started to see fats move back into the 50s (\$/cwt) now, which we haven’t seen for a lot of years.”
- **(8) On the Food Ingredients Segment:** Darling’s food segment is a higher margin, business-to-business specialty ingredients business focused on isolated collagen peptides that have specific health, wellness or nutrition applications. “We’ve taken a business that used to make \$90 million and it makes \$250-\$300 million now off of product line expansion ... we’re one of the largest, if not the largest in the world ... we’re in (stage) 2.0 of that right now ... we’ve launched one (product) now for GLP-1 ... it’s really just in its early stages. We’ve got about a dozen more of them (product applications) out there that are in the launch form right now (over the next three to five years).”
- **(9) On the Announced Collagen Ingredients Joint Venture with PB Leiner:** “PB Leiner is an absolutely stellar player. They have brand recognition. They have products we don’t have. They have plants and geographies we don’t have. They have access to raw materials that is superior to us in some cases.” Darling’s own collagen business faces capacity constraints moving forward. “We were either going to have to acquire or construct capacity. And the deal we were capable of negotiating here made this a more favorable decision.”

Comments/Takeaways from Darling CEO (continued)

- **(10) On Nextida™, the Proposed JV Company, Going Public:** “And then we’ll have **Nextida™** as a free-standing company that you will have complete transparency of its performance, its growth and its dreams, at which time it either will bring to me and us the multiple and valuation that we deserve, or we’ll take it public. And it’s just that simple. And yeah, that’s a longer timeframe than most people in the room always want to hear, but that’s the reality of how it works ... So the **Nextida™** platform is being launched, it has a library of products, it has great assets in the world. And we see just a really strong trajectory of growth, which is more common to being ... a health and wellness company ... when you go out and start finding health and wellness ingredients comparisons out there, you’re at 12 to 16 times” (adjusted EBITDA).
- **(11) On Strategic Vision:** “I still look at the world and ... you’ve got wealth creation and **its still people eating better and wanting protein. At the end of the day, the preference is still animal-based protein.** And so, we continue to see continued growth in South America ... I’ve got four plants down there today that are in need of additional capacity ... Brazil and one day Argentina will help really feed China ... so (for Darling overall you have) organic growth in the rendering business, new products in the collagen business and aviation fuels as we go forward.”
- **(12) On Future M&A:** “M&A will be opportunistic as it comes ... the cost to build a plant has tripled (over the past three to five years) ... and that changes M&A, what you acquire a brownfield for and ultimately retrofit ... **I’ve still declared an M&A holiday. I want to get the balance sheet in better shape.**”

- **(13) On EBITDA Capacity for the Existing Enterprise:** “Before any future growth for **Nextida™** today ... we’ve said the core business can – is a \$100 million a month business. \$1.2 billion (annual EBITDA at better commodity prices). And DGD, the investment case was right at \$0.80 a gallon on 1.3 billion gallons. So, you’re somewhere between a \$1.8 and \$2 billion (annual adjusted EBITDA) in the current form that it’s at today.”

CAC – Our Key Takeaways on Darling Ingredients:

- “Sum of the parts” analysis leads us to believe there is hidden value in shares of DAR, with three business segments being valued at the cheapest (fuels segment) multiples.
- It is likely that the food segment is the most undervalued segment of all three and that management is taking the initial steps to unlock that value through the announced **Nextida™** JV.
- The unlocked collagen ingredients venture could rival the traditional rendering business in valuation over an intermediate term of two to five years.
- Darling’s traditional feed ingredient end markets could see improved pricing and margins if RVOs are approved at anticipated levels creating increased demand and pricing for domestic veg oils, which should positively impact pricing for Darling’s other fat products.
- Darling is uniquely positioned in the US domestic and international SAF markets to benefit from 45-Z policies which have shifted focus from climate goals in the US toward improved trade policy support for Americas farmers.
- The investment thesis for Darling includes multiple opportunities for margins and multiples to expand from recent cyclical lows. Earnings capacity for the existing business is at least twice the earnings level achieved in 2024. Multiple catalysts exist which could meaningfully expand profits in 2025 and beyond. Positive policy outcomes are foremost in consideration for Darling’s future profitability and sustained value appreciation.

Exhibit 1: Darling Ingredients, Inc. – Historical Results of Operations

Operating Results	FY2021	FY2022	FY 2023	FY 2024
Revenues: (\$ US Millions):				
Feed Ingredients	3,039.5	4,539.0	4,472.6	3,675.6
Food Ingredients	1,271.6	1,459.6	1,752.1	1,489.1
Fuel Ingredients	<u>430.2</u>	<u>533.6</u>	<u>563.4</u>	<u>550.5</u>
Total Revenues	4,741.3	6,532.2	6,788.1	5,715.2
Gross Margin Profile (%):				
Feed Ingredients	27.4%	23.5%	24.3%	21.5%
Food Ingredients	23.0%	24.5%	25.2%	25.1%
Fuel Ingredients	<u>27.0%</u>	<u>20.0%</u>	<u>20.7%</u>	<u>20.8%</u>
Blended GP %	26.2%	23.4%	24.2%	22.4%
Segment Operating Income (\$ US M):				
Feed Ingredients	400.5	511.4	424.2	215.9
Food Ingredients	134.0	176.6	211.6	114.7
Fuel Ingredients	425.1	435.9	435.3	197.2
Corporate	<u>-69.4</u>	<u>-89.8</u>	<u>-106.4</u>	<u>-77.6</u>
Total Oper. Income	890.2	1,034.2	954.7	480.2
Net Income (\$ US M):	657.3	747.1	660.4	285.8
EPS – Diluted	\$3.90	\$4.49	\$3.99	\$1.73
Shareholders Equity	3,280.9	3,809.0	4,605.4	4,377.8
Long Term Debt	1,438.9	3,314.9	4,366.4	3,908.9
Depreciation & Amort	316.4	394.7	502.0	503.8
Interest Expense	68.8	125.6	259.2	253.9
Enterprise Value (\$ US M):	13,270	14,053	12,933	9,690
Darling Proforma EBITDA	851.4	1,157.2	1,109.9	791.2
DAR Share of DGD EBITDA	383.4	443.5	502.0	290.0
Total EBITDA to DAR	1,234.8	1,540.9	1,611.9	1,079.8
EV/ Revenue Multiple	2.80	2.15	1.91	1.70
EV/ Total EBITDA Multiple	10.75	9.12	8.02	8.97

Operating Results & Commodity Prices	FY2021	FY2022	FY 2023	FY 2024
Feed Segment Revs: (\$ US Millions):				
Fats	1,198.1	1,951.2	1,739.3	1,303.8
Proteins	1,022.7	1,476.6	1,672.0	1,484.6
Other Rendering	<u>173.4</u>	<u>200.9</u>	<u>243.6</u>	<u>293.6</u>
Total Rendering Revs	2,394.2	3,628.7	3,654.9	3,082.2
Used Cooking Oil	319.1	519.1	497.6	351.3
Bakery Goods	287.4	333.4	255.2	190.5
Other	<u>38.8</u>	<u>57.8</u>	<u>64.9</u>	<u>51.8</u>
Total Feed Segment Revs	3,039.5	4,539.0	4,472.6	3,675.6
Feed Segment Raw Material Volumes (Million Metric Tons):				
	8.92	11.35	12.6	12.5
Finished Product Commodity Prices (Jacobsen & Reuters):				
MBM (Ill. - \$/ton)	360.73	370.16	431.9	302.89
Feed Grade PM (\$/ton)	342.33	383.02	456.75	369.41
Pet Food PM (\$/ton)	749.82	759.09	791.08	680.78
FM (\$/ton)	482.98	562.73	576.25	452.40
BFT (\$/cwt)	58.98	75.82	60.30	46.12
YG / UCO (\$/cwt)	41.48	59.28	47.56	34.89
Corn (Ill. \$/bushel)	6.11	7.24	5.91	4.28
Palm Oil (CIF –ROT \$/MT)	1,204.0	1,347.0	960.0	1,118.0
Soy Meal (CIF-ROT \$/MT)	485.0	552.0	541.0	434.0

Special Situation Update: ImmuCell Corporation (NASDAQ-ICCC)

Better-For-You Probiotic Dairy Products – A Case Study Profile of ImmuCell Corporation

ImmuCell Corporation (ICCC) develops, manufactures and markets animal health products used in the dairy and beef industries. Its primary product line, First Defense®, provides immunity benefits to newborn calves without using traditional antibiotics. The company is in the advanced regulatory approval stages of commercializing a second non-antibiotic product, ReTain™, which addresses subclinical mastitis in dairy cows. The company's products improve traditional animal agriculture practices in a marketplace that provides nutrient dense protein food sources at a time when emerging economies are seeking increased protein consumption in their basic diets and at a time when mature economies are seeking increased protein consumption in specialized diets aligned with GLP-1 drug adoption for weight loss. The company's product solutions seem well aligned with potential "MAHA" objectives in the future.

Our History with ImmuCell Corporation

We first interviewed ImmuCell CEO, Michael Bringham, for the first Capital Alliance Food Value Chain Report in the fall of 2020 ([Food Chain Industry Q3 2020 Report](#), see pages 7-9) where we noted the potential for revenue growth from doubling the company's core First Defense® product capacity and the potential for future product sales into the larger addressable market for treating mastitis in dairy cows.

Later, in our [Food Value Chain Report Q1 2024](#) (see pages 9 and 11), we revisited ImmuCell's progress and noted greener pastures ahead, following a difficult period of core product contamination events (during capacity expansion for First Defense®) and during an elongated period of product approval hurdles for ReTain™.

We maintain our appreciation for ImmuCell's opportunities ahead as the company continues to do "old things" better within the existing dairy and beef production industries.

Recent Developments

During April of 2024, the company suffered one last contamination event which squeezed revenues and margins during mid-2024. Since that timeframe, the company has demonstrated 12 months of operations without a production miscue, a revenue run rate near the initial \$30M annual objective for the First Defense® product line, and restored gross margins for its First Defense® business above 40%.

Next Few Months Should Clarify Company Progress

As we articulate in subsequent paragraphs, ImmuCell seems poised to prove the merits of expanding its core First Defense product line while also pursuing the new product approval for ReTain™. Financial characteristics of its First Defense® business model should become readily apparent to shareholders in the next two quarters.

ImmuCell Corporation (ICCC) – Situational Analysis:

- Increased demand for protein food sources in developing economies and refined demand for higher protein consumption alongside GLP-1 treatments (in developed nations) have propelled demand for proteins from traditional animal agriculture sources, including beef and dairy products. Note the GLP-1 related trends discussed in this recent podcast hosted by Tenacious Ventures (access [here](#)).
- Since 2020, ImmuCell has expanded production capacity and market share for its First Defense® vaccine business which addresses scours in newborn calves. The growth and expansion process encountered contamination events, production setbacks and customer backlogs which prevailed until 12 months ago.
- The last two quarters of operating results (Q4 2024 and Q1 2025) have demonstrated profitability within ImmuCell's core business line. The next two quarters of operations should demonstrate the annualized cash flow characteristics of the First Defense® business. Our simple analysis of prospects for Q2 and Q3 of 2025 lead to a projection of approximately \$6M in T-12 month adjusted EBITDA for ImmuCell in 2025.
- Since our initial report in 2020, ImmuCell has also been seeking FDA approval to manufacture and sell its new product, ReTain™ into the mastitis treatment market. Delays have been numerous, and the company is currently waiting on FDA approval of its fifth submittal seeking process and production facility approval.
- Overall product development expenses for ImmuCell have exceeded \$4M annually during our analysis period. A vast amount of this annual expenditure for 2024 (and anticipated for 2025) has been for ReTain™ production approval.
- **We believe, unburdened from new product development expenses and at its current \$30M annualized revenue capacity, that ImmuCell's core First Defense® business could generate over \$9M of adjusted EBITDA on an annualized, standalone basis. This is in an industry group that rewards companies with 3-4X revenue multiples and up to 20X EBITDA multiples.**
- Despite epoch delays in the historical process of ReTain™ development, management remains optimistic and hopeful for final approval later this year.
- To that point, the company is currently testing its ReTain™ product with select dairy operations on a non-revenue, investigational basis. The company is also engaged in discussions seeking a potential distribution partner to increase speed-to-market and penetration for ReTain™ when fully approved.
- We estimate more than \$30M of development expenses have been invested in the ReTain™ product up to this point in time and that little of this value is reflected in ImmuCell's public market valuation. The company's share price remains near \$6.25 per share, just slightly above where we noticed it five years ago, despite a core business which has nearly doubled in size.

Exhibit 2: ImmuCell Corporation – Historical Results of Operations

Operating Results	FY2021	FY2022	FY 2023	FY 2024	T-12 Month Q1 2025
Revenues (\$US Millions)	19.243	18.568	17.472	26.493	27.302
Adj. EBITDA (\$US Millions)	2.706	0.350	-2.577	1.109	3.282 Q1 2025
Gross Margin (%)	45.0%	41.2%	22.1%	30.0%	41.6%
Operating Income (%)	1.3%	-12.4%	-32.9%	-6.2%	13.9%
Adjusted EBITDA (%)	14.1%	1.9%	-14.7%	4.2%	28.6%
Product Dev. Exp. (\$ US M)	4.169	4.494	4.395	3.899	0.757
Balance Sheet Data (\$ USM):					
Cash & Equivalents	10.185	5.792	0.979	3.758	4.559
Net Working Capital	13.730	10.923	7.277	10.631	12.054
Total Assets	44.466	44.861	43.808	45.100	45.623
LT Debt & Cap Leases	9.354	11.409	14.618	13.170	12.762
Shareholders Equity	32.577	30.380	24.993	27.518	28.994
ImmuCell Shares (Millions)	7.592	7.745	7.748	8.167	8.961
ICCC Share Price (\$/sh)	\$8.00	\$6.10	\$5.09	\$5.15	\$4.79
ICCC EV (\$ US Millions)	59.905	52.861	53.076	51.472	51.127
ICCC Valuation Multiples:					
EV/ Revenue Multiple	3.11	2.85	3.04	1.94	1.87
EV/ EBITDA Multiple	22.14	NA	NA	46.41	15.58
Capital Alliance Universe of 8 Global Animal Health & Diagnostics Companies (at Period End):					
			Group	Median	
Adj. EBITDA Margin %	20.60%	20.40%	22.10%	20.20%	20.20%
EV/ Revenue Multiple	6.5	4.6	5.0	4.2	4.2
EV/ EBITDA Multiple	33.7	22.5	23.8	22.6	22.6

Special Situation Summary:

Production capacity, market share gains and revenue growth from ImmuCell's core First Defense® product lines encountered adverse contamination events that impacted financial performance during FY 2022, 2023 and the first half of 2024. As of Q1 2025, the company has posted back-to-back quarters of restored profitability without operational setbacks and is set to return gross margin for its core business into the mid 40's% range with production throughput 50% higher than FY 2021 (with room to expand higher).

Highlights:

- Increased core business throughput and market share. Restored gross margin % from renewed quality controls. Dynamic operating leverage from increased production volumes, increased revenues and restored gross margins.
- Adjusted EBITDA at \$3.3M for the trailing twelve months could improve to over \$6.0M by the end of Q3 2025 as easier comparable quarters from Q2 and Q3 of 2024 are lapped by current business momentum.
- Adjusted EBITDA margin of 28.6% for Q1 2025 (its peak seasonal quarter) hints at >20% T-12 month adjusted EBITDA margin by Q3 2025.
- ImmuCell's core business EBITDA is masked by another \$3 to 3.5 M of annual development expenses in recent years pertaining to the company's ReTain™ product development activities. This implies its First Defense® business has core adjusted annual EBITDA generation of \$9 to 9.5M if unburdened. (In an industry group that trades at EBITDA multiples = EBITDA margins; see comparable group multiples in the prior table).

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Probiotic Dairy Product Company Lifeway Foods, Inc. Announces Q1 2025 Results

Lifeway Foods, Inc. Announced Q1 2025 Results on May 13, 2025

Lifeway Foods, Inc. advanced its string of 22 consecutive quarters posting sales growth above prior year quarterly levels. However, revenue growth from its dominant drinkable kefir product line (> 80% of total revenues) decelerated relative to prior quarters (for a third successive quarter) and gross, operating, and adjusted EBITDA margins were lower than year ago levels resulting in reduced profitability metrics from continuing operations. The company reported improved net income and earnings per share from a one-time gain realized from a venture investment in Simple Mills which was acquired by Flowers Foods (NYSE:FLO). See Lifeway company press release ([here](#)) and company 10-Q filing ([here](#)) for details on the quarter.

- **Revenues Grew at Reduced Rates:** Total revenues for the quarter grew 3.3% from the prior year quarter. Drinkable kefir revenue grew at 4.2% from the prior year period vs. double digit growth rates in the proceeding five quarters. The company noted distributor shipping changes and product mix shift in favor of branded vs. private label as reasons for the deceleration. Apart from these “strategic adjustments,” management pointed to 11% “volume-led” growth (see attached Exhibit 3 on page 13).
- **Gross Margin (GM) % Decreased:** Gross profit margin decreased by 1.9% of revenues from 25.8% in Q1 2024 to 23.9% in Q1 2025, despite the reference to a strategic shift in mix toward higher margin branded product sales (see attached Exhibit 4 on page 13).
- **Adjusted EBITDA Margin % Decreased:** Adjusted EBITDA margin decreased by 4.4% of revenues from 9.8% in Q1 2024 to 5.4% in Q1 2025 (see attached Exhibit 4 on page 13). This decrease was due to the decrease in GM% and an increase in SG&A expenses from 17.9% of revenue in Q1 2024 to 20.5% of revenue in Q1 2025. Selling expenses, specifically, increased to 10.2% of revenues in Q1 2025 from 8.3% of revenues in the year ago period, reflecting higher costs related to achieving its growth prospects.
- **Trailing 12 Month Adjusted EBITDA Decreased:** Trailing 12 month adjusted EBITDA declined sequentially from \$17.2 million at Q4 2024 to \$15.4 million at Q1 2025 (see attached Exhibit 5, on Page 14). This was the third consecutive decline in quarterly T-12 adjusted EBITDA following a prior trend of eight consecutive quarterly increases dating back to Q2 2022.
- **Quarterly Profitability Decreased:** Quarterly profitability, measured by operating income, decreased by 55.8% for the quarter vs. the prior year level. Operating income was 3.41% of revenues in Q1 2025 vs 8.0% in the prior year period.
- **Liquidity and Balance Sheet Improved:** Liquidity improved during Q1 2025 and the balance sheet remained strong. Cash and equivalents increased to \$19.4 million, working capital increased to \$31.0 million and debt remained at zero at the end of Q1 2025.
- **Intermediate Term EBITDA Outlook Reaffirmed:** Management included the following 2027 adjusted EBITDA outlook in its formal press release, “We remain confident that the company is on track to deliver Adjusted EBITDA of \$45-50 million in 2027.” (This represents a forecasted increase of 200% above the T-12 month Adjusted EBITDA of \$15.4M as of Q1 2025.)

Lifeway Foods, Inc. – Key Operating Metrics Q1 2020 – Q1 2025

Exhibit 3: Lifeway Foods, Inc. Drinkable Kefir Product Growth Rate (% Growth vs. Year Ago Quarter)

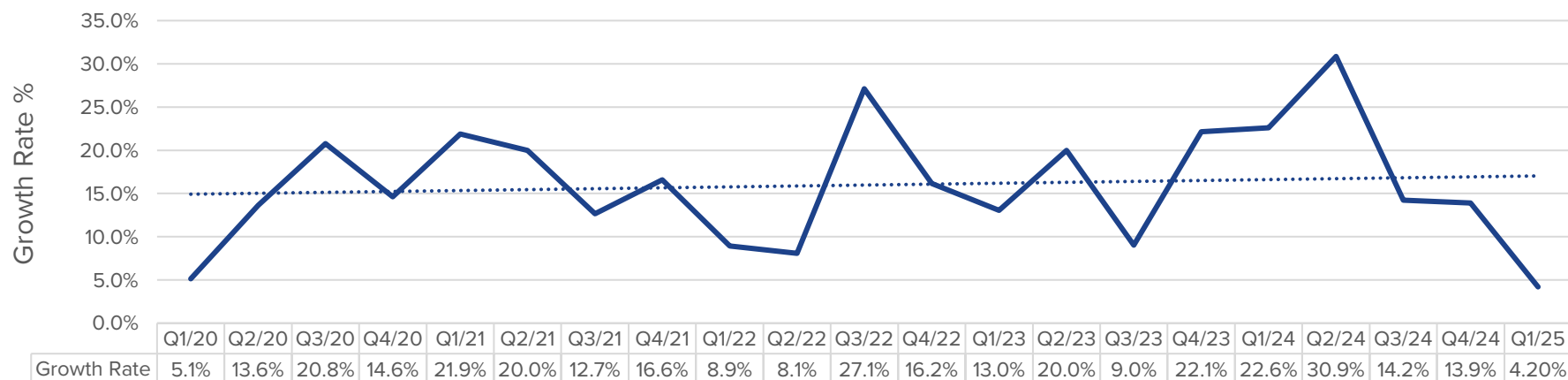
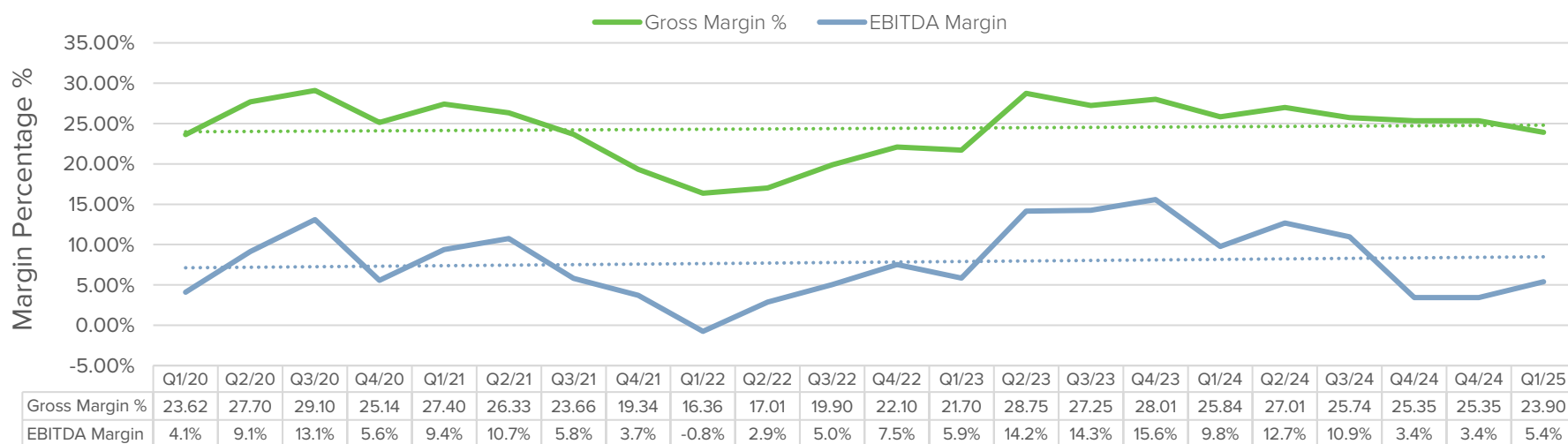
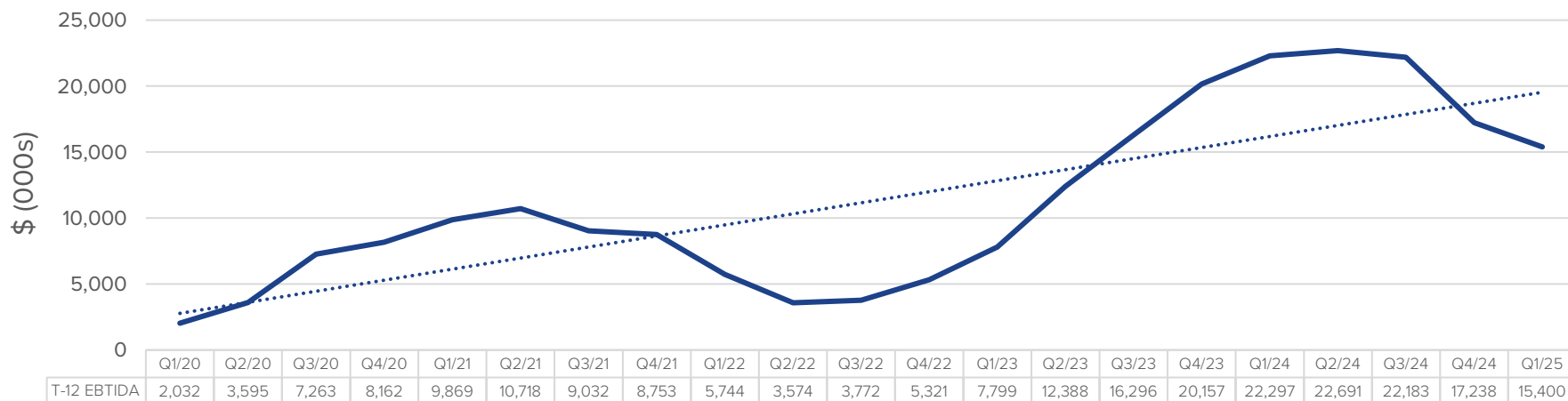


Exhibit 4: Lifeway Foods, Inc. Gross and Adjusted EBITDA Margins (%)



Lifeway Foods, Inc. – Key Operating Metrics Q1 2020 - Q4 2024

Exhibit 5: Lifeway Foods, Inc. Trailing Twelve Month Adjusted EBITDA (\$ 000's)



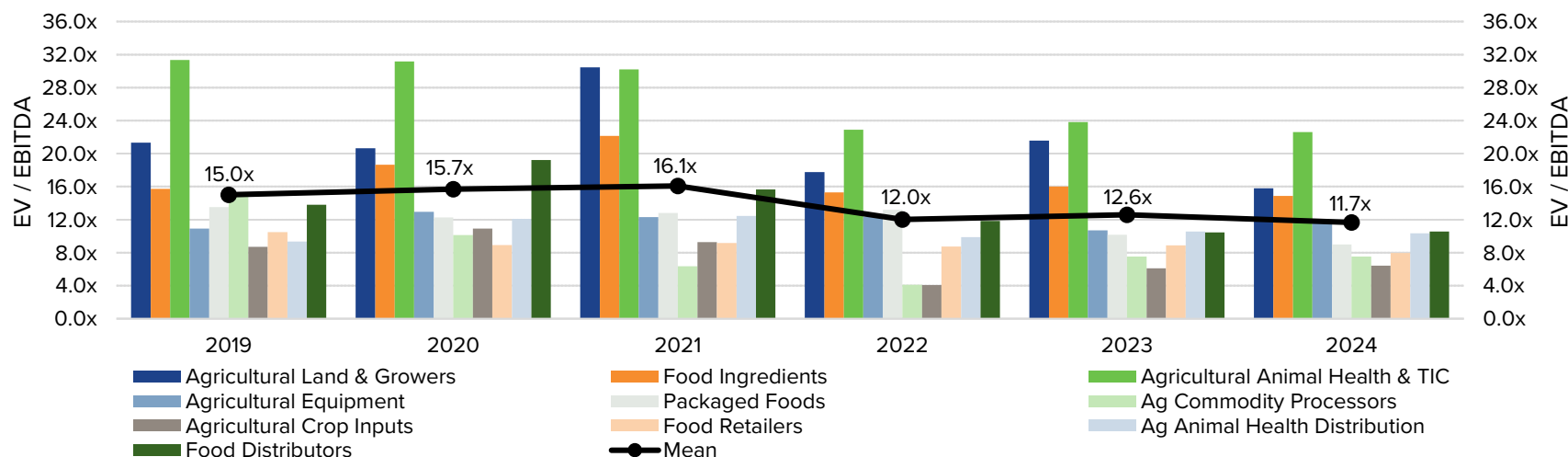
Oaklins Capital Alliance Food Value Chain Companies

Public Trading Valuation Data Summary

(US dollars in Billions)

Segment	Aggregate Market Cap	Aggregate Enterprise Value	Aggregate LTM Revenue	Aggregate LTM EBITDA	Median EV/LTM EBITDA
Food Ingredients	116.7	139.9	43.3	7.7	14.9x
Packaged Foods	339.7	452.4	216.6	36.1	9.0x
Food Distributors	73.4	104.6	223.1	8.6	10.6x
Food Retailers	1,288.1	1,401.1	1,323.4	78.0	8.0x
Ag Commodity Processors	52.7	90.2	221.9	10.3	7.5x
Agricultural Land & Growers	4.8	9.3	4.7	0.7	15.8x
Agricultural Crop Inputs	118.9	160.6	127.1	18.6	6.4x
Agricultural Equipment	419.7	571.4	237.0	42.5	11.5x
Agricultural Animal Health & TIC	125.1	136.0	21.0	6.5	22.6x
Ag Animal Health Distribution	62.5	71.2	324.0	6.2	10.3x
Mean				21.5	11.7x
Min				0.7	6.4x
Max				78.0	22.6x
Standard deviation				22.9	4.6x

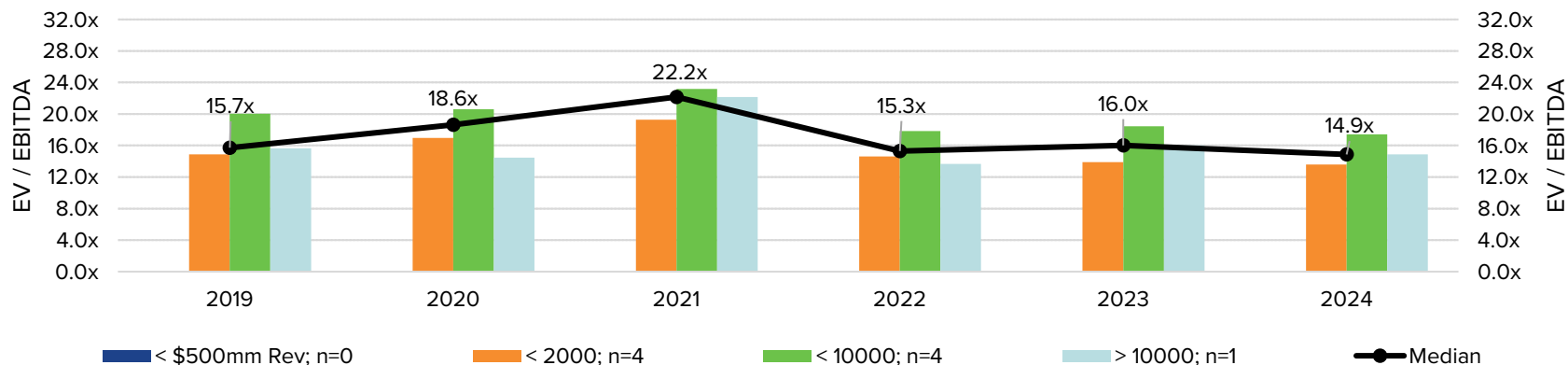
Historical Valuations (as of December 31 of respective year)



Oaklins Capital Alliance Food Value Chain Segments

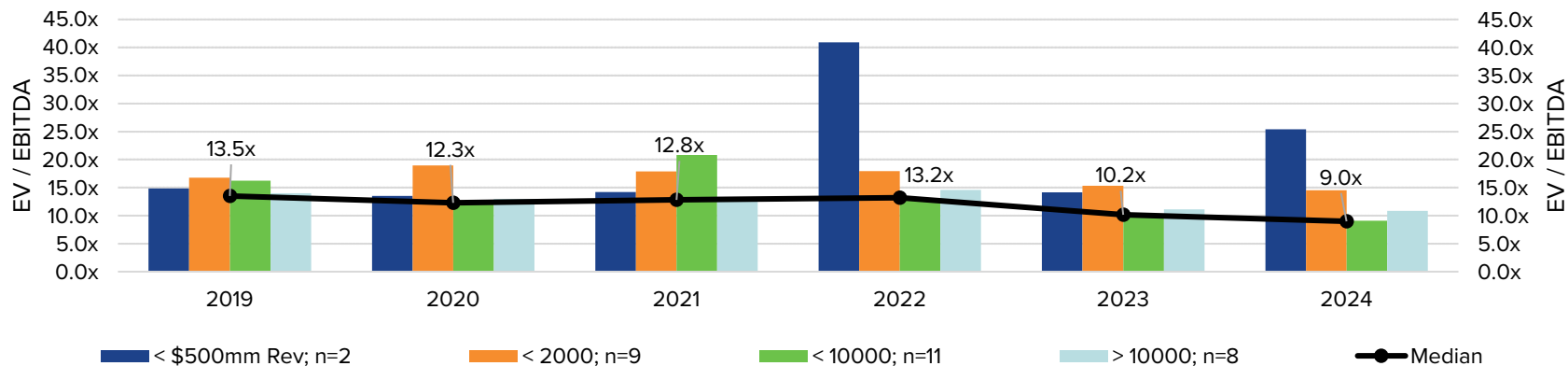
Food Ingredients

Historical Valuations (as of December 31 of respective year)



Packaged Foods

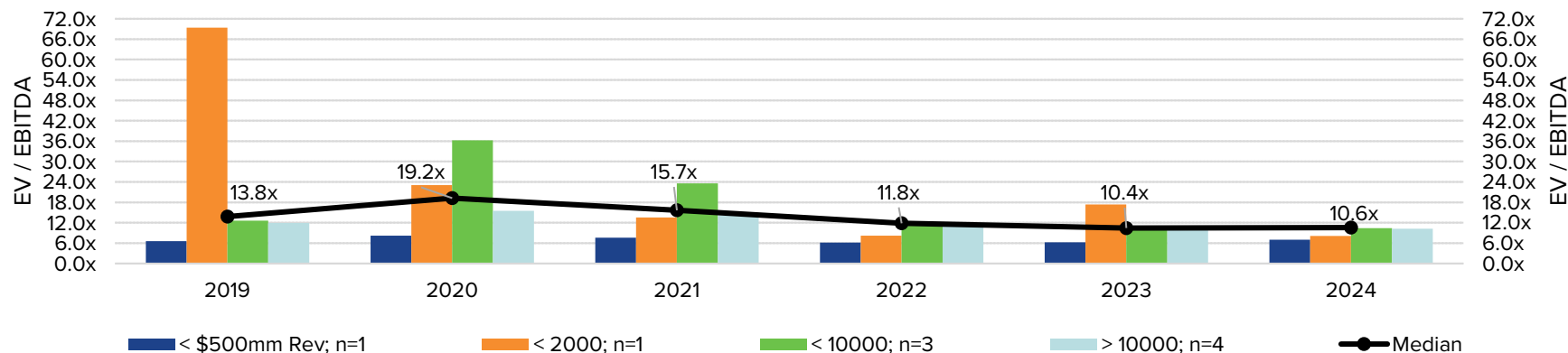
Historical Valuations (as of December 31 of respective year)



Oaklins Capital Alliance Food Value Chain Segments

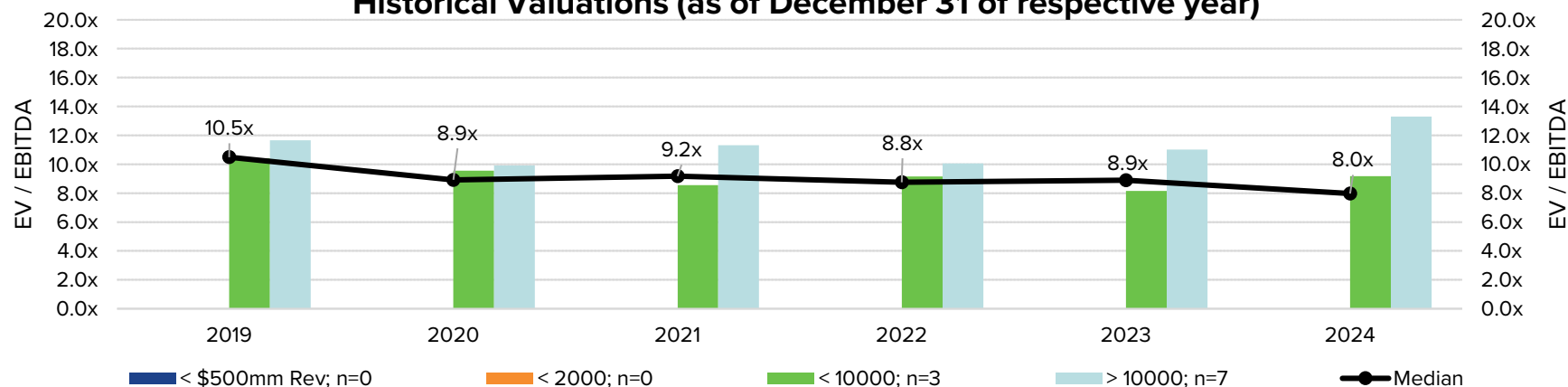
Food Distributors

Historical Valuations (as of December 31 of respective year)



Food Retailers

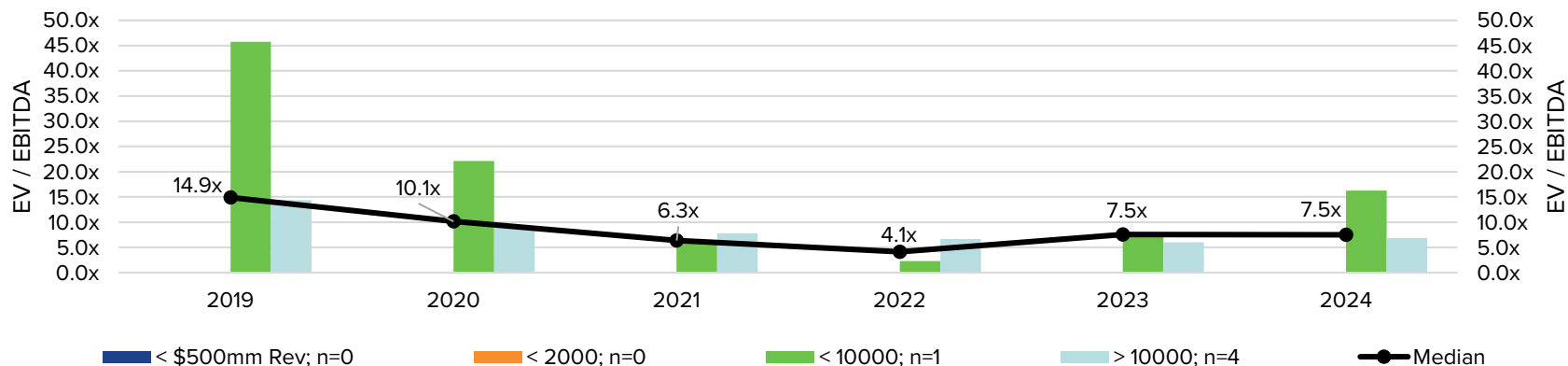
Historical Valuations (as of December 31 of respective year)



Oaklins Capital Alliance Food Value Chain Segments

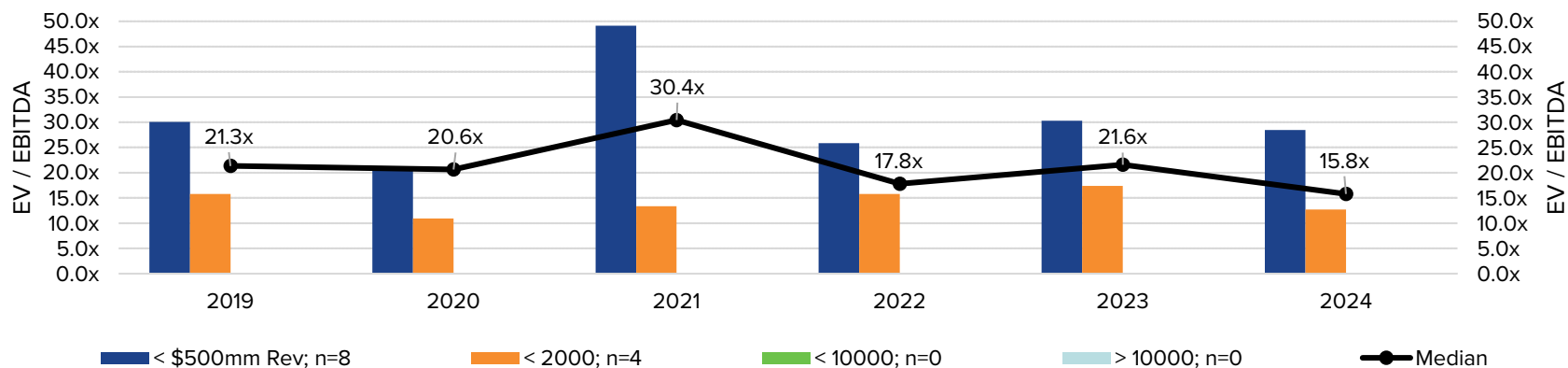
Agricultural Commodity Processors

Historical Valuations (as of December 31 of respective year)



Agricultural Land & Growers

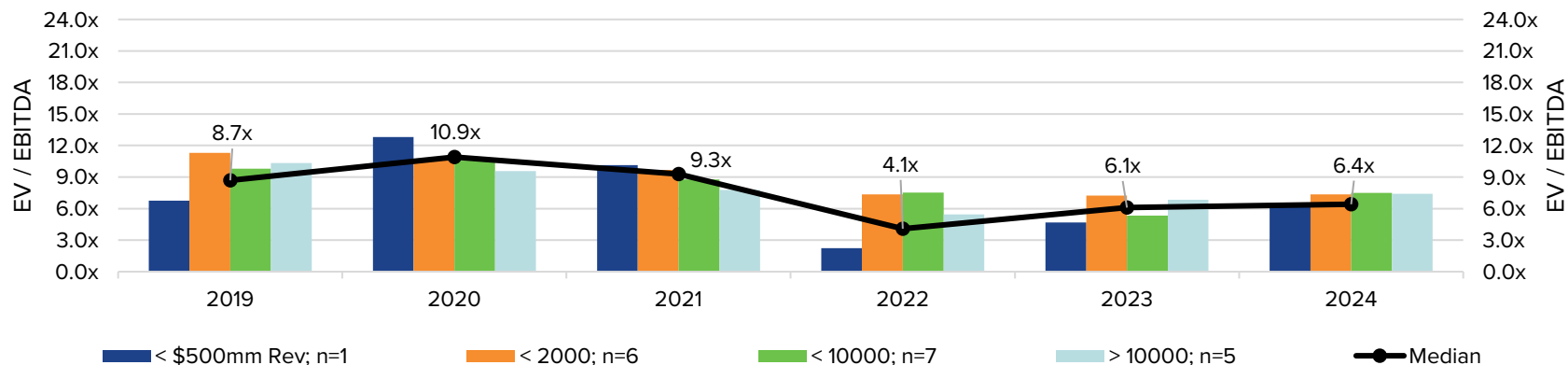
Historical Valuations (as of December 31 of respective year)



Oaklins Capital Alliance Food Value Chain Segments

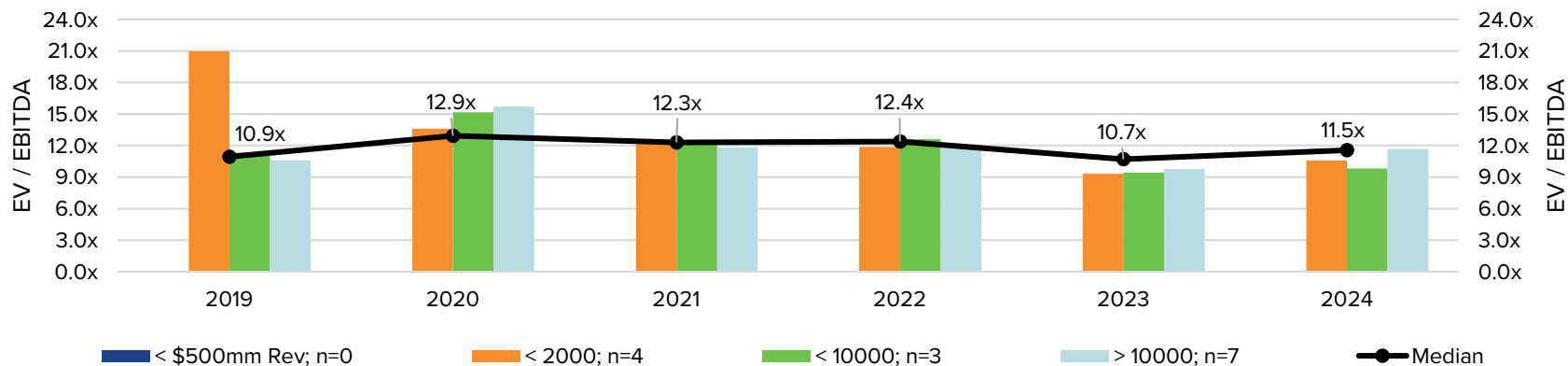
Agricultural Crop Inputs

Historical Valuations (as of December 31 of respective year)



Agricultural Equipment

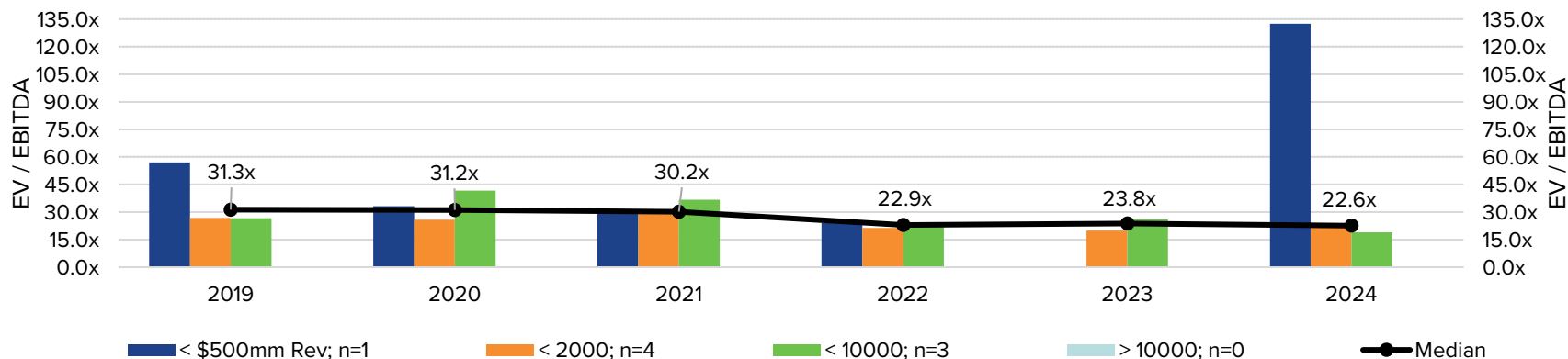
Historical Valuations (as of December 31 of respective year)



Oaklins Capital Alliance Food Value Chain Segments

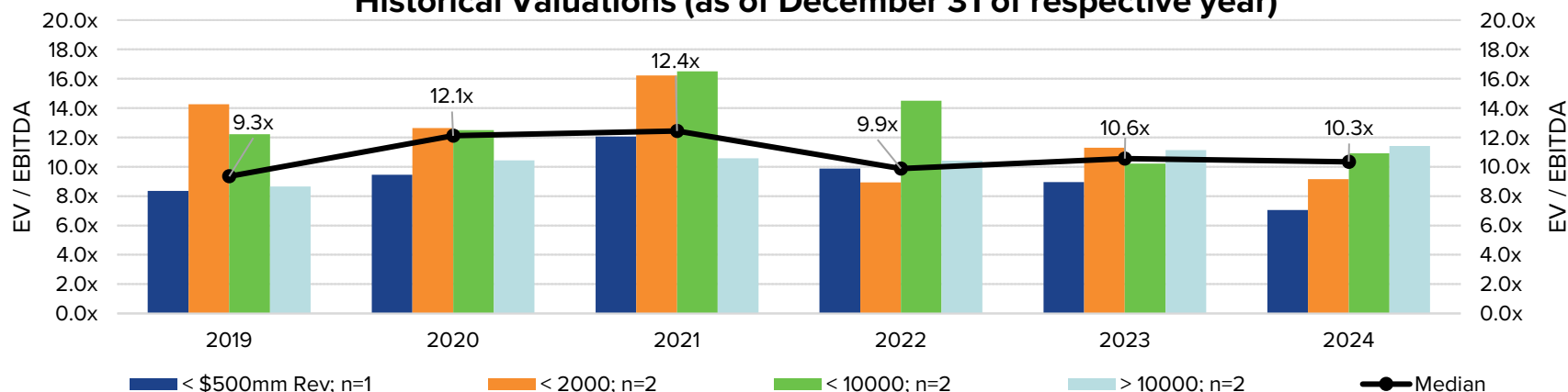
Agricultural Animal Health & Diagnostics

Historical Valuations (as of December 31 of respective year)



Agricultural Animal Health Distribution

Historical Valuations (as of December 31 of respective year)



Oaklins Capital Alliance Food Value Chain Segments

Capital Alliance Food Chain Companies Public Trading Valuation Data

(USD in millions except stock price)

Company	Ticker	Price as of 12/31/2024	YTD %	Market Cap	Enterprise Value	LTM Revenues	LTM EBITDA Margin	LTM Net Income Margin	EV/LTM Revenue	EV/LTM EBITDA	P/LTM Diluted EPS	P/Tangible BV
Food Ingredients												
McCormick & Company, Incorporated	NYSE:MCK	76.24	11.43%	20,452.4	24,905.1	6,678.5	19.0%	11.9%	3.7x	17.5x	25.9x	NM
International Flavors & Fragrances Inc.	NYSE:IFF	84.55	4.42%	21,617.9	30,877.9	11,416.0	16.6%	-20.3%	2.7x	14.9x	NM	NM
Ingredion Incorporated	NYSE:INGR	137.56	26.75%	8,963.1	9,945.1	7,551.0	15.5%	9.0%	1.3x	7.9x	13.4x	3.4x
Sensient Technologies Corporation	NYSE:SXT	71.26	7.97%	3,018.6	3,625.1	1,530.1	16.2%	5.8%	2.4x	14.7x	34.1x	4.7x
Symrise AG	XTRA:SY1	106.27	-3.51%	14,854.1	17,234.2	5,230.7	18.4%	8.0%	3.3x	17.8x	36.6x	14.1x
Givaudan SA	SWX:GIVN	4,376.61	5.78%	40,384.1	45,528.8	7,920.1	21.2%	14.5%	5.7x	26.4x	35.6x	NM
T. Hasegawa Co., Ltd.	TSE:4958	19.75	-10.34%	806.5	587.8	500.1	20.1%	10.0%	1.2x	6.4x	17.8x	1.3x
Balchem Corporation	NasdaqGS:BCPC	163.00	9.58%	5,298.6	5,470.2	942.4	22.8%	12.9%	5.8x	24.9x	43.7x	24.2x
Corbion N.V.	ENXTAM:CRBN	22.36	4.39%	1,293.2	1,761.8	1,542.1	13.0%	14.8%	1.1x	8.4x	16.1x	1.9x
Mean			6.27%		15,548.5		18.1%	7.4%	3.0x	15.4x	27.9x	8.3x
Median			5.78%		9,945.1		18.4%	10.0%	2.7x	14.9x	30.0x	4.0x
Packaged Foods												
Saputo Inc.	TSX:SAP	17.37	-14.51%	7,351.3	9,774.0	13,417.2	7.6%	1.3%	0.7x	9.6x	44.9x	3.4x
Premium Brands Holdings Corporation	TSX:PBH	54.96	-22.81%	2,442.2	4,409.9	4,732.5	6.5%	1.6%	0.9x	14.2x	35.5x	30.4x
Maple Leaf Foods Inc.	TSX:MFI	14.14	-26.03%	1,744.3	2,984.3	3,602.6	9.2%	0.7%	0.8x	8.9x	74.8x	3.6x
Hormel Foods Corporation	NYSE:HRL	31.37	-2.30%	17,222.5	19,478.6	11,920.8	11.4%	6.8%	1.6x	10.6x	21.4x	12.9x
Mondelez International, Inc.	NasdaqGS:MDLZ	59.73	-17.53%	79,870.6	98,815.6	36,151.0	20.5%	10.6%	2.7x	11.3x	21.2x	NM
Conagra Brands, Inc.	NYSE:CAG	27.75	-3.18%	13,245.6	21,671.8	11,928.8	19.0%	4.1%	1.8x	8.7x	27.0x	NM
The Campbell's Company	NasdaqGS:CPB	41.88	-3.12%	12,484.8	19,955.8	9,890.0	18.6%	5.6%	2.0x	8.9x	22.9x	NM
The J. M. Smucker Company	NYSE:SJM	110.12	-12.87%	11,718.5	20,104.7	8,831.2	24.3%	6.0%	2.3x	8.9x	22.2x	NM
The Kraft Heinz Company	NasdaqGS:KHC	30.71	-16.96%	37,133.8	56,081.8	26,130.0	24.7%	5.2%	2.1x	7.7x	27.5x	NM
General Mills, Inc.	NYSE:GIS	63.77	-2.10%	35,213.8	47,691.1	19,901.3	21.8%	13.1%	2.4x	10.4x	13.9x	NM
Post Holdings, Inc.	NYSE:POST	114.46	29.98%	6,690.6	12,981.5	7,922.7	16.2%	4.6%	1.6x	9.6x	20.3x	NM
The Hershey Company	NYSE:HSY	169.35	-9.17%	34,268.8	39,298.1	10,971.8	26.9%	16.2%	3.6x	13.1x	19.5x	NM
Lancaster Colony Corporation	NasdaqGS:LANC	173.14	4.06%	4,772.6	4,679.8	1,876.7	14.5%	8.5%	2.5x	16.2x	29.9x	6.5x
Cal-Maine Foods, Inc.	NasdaqGS:CALM	102.92	79.33%	5,046.8	4,289.8	2,653.0	22.2%	16.1%	1.6x	7.3x	11.8x	2.7x
Flowers Foods, Inc.	NYSE:FLO	20.66	-8.22%	4,350.9	5,717.7	5,121.4	10.1%	4.7%	1.1x	9.0x	18.1x	46.7x
Nomad Foods Limited	NYSE:NOMD	16.78	-1.00%	2,698.6	4,702.9	3,420.9	16.0%	6.5%	1.4x	8.1x	12.2x	NM
TreeHouse Foods, Inc.	NYSE:THS	35.13	-15.25%	1,798.7	3,241.3	3,359.1	9.2%	-0.7%	1.0x	8.6x	NM	NM
Lamb Weston Holdings, Inc.	NYSE:LW	66.83	-38.17%	9,532.7	13,563.8	6,325.2	19.1%	5.8%	2.1x	10.6x	26.3x	33.6x
The Hain Celestial Group, Inc.	NasdaqGS:HAIN	6.15	-43.84%	554.7	1,314.2	1,705.9	7.9%	-4.9%	0.8x	8.6x	NM	NM
J&J Snack Foods Corp.	NasdaqGS:JJSF	155.13	-7.19%	3,021.7	3,108.8	1,574.8	12.3%	5.5%	2.0x	14.1x	34.9x	5.1x
B&G Foods, Inc.	NYSE:BGS	6.89	-34.38%	545.4	2,631.1	1,959.0	14.7%	-1.3%	1.3x	8.5x	NM	NM
Fresh Del Monte Produce Inc.	NYSE:FDP	33.21	26.51%	1,592.1	2,003.3	4,275.6	5.4%	0.4%	0.5x	6.2x	103.9x	1.0x
John B. Sanfilippo & Son, Inc.	NasdaqGS:JBSS	87.11	-15.46%	1,010.8	1,094.3	1,108.9	9.0%	4.9%	1.0x	10.5x	18.8x	3.4x
Tootsie Roll Industries, Inc.	NYSE:TR	32.33	0.18%	2,311.6	2,163.2	727.1	17.9%	12.9%	3.0x	16.4x	24.6x	3.7x
The Simply Good Foods Company	NasdaqCM:SMPL	38.98	-1.57%	3,906.6	4,211.4	1,331.3	18.8%	10.5%	3.2x	16.0x	28.2x	NM
SunOpta Inc.	TSX:SOY	7.71	40.91%	919.9	1,352.7	711.7	9.9%	-2.7%	1.9x	15.7x		
BellRing Brands, Inc.	NYSE:BRBR	75.34	35.92%	9,702.5	10,471.0	1,996.2	21.3%	12.3%	5.2x	24.4x	40.5x	NM
Lifeway Foods, Inc.	NasdaqGM:LWAY	24.80	84.94%	367.4	347.0	182.0	12.2%	7.2%	1.9x	15.5x	28.9x	6.9x
Mama's Creations, Inc.	NasdaqCM:MAMA	7.96	62.12%	299.2	300.9	116.5	6.7%	3.0%	2.6x	35.3x	94.5x	28.4x
Kellanova	NYSE:K	80.97	44.82%	27,910.2	33,965.2	12,799.0	15.9%	7.9%	2.7x	15.6x	27.1x	NM
Mean			3.77%		15,080.2		15.0%	5.7%	1.9x	12.3x	32.7x	13.5x
Median			-3.15%		4,691.3		15.3%	5.5%	1.9x	10.4x	26.6x	5.8x

Oaklins Capital Alliance Food Value Chain Segments

Capital Alliance Food Chain Companies Public Trading Valuation Data

(USD in millions except stock price)

Company	Ticker	Price as of 12/31/2024	YTD %	Market Cap	Enterprise Value	LTM Revenues	LTM EBITDA Margin	LTM Net Income Margin	EV/LTM Revenue	EV/LTM EBITDA	P/LTM Diluted EPS	P/Tangible BV
Food Distributors												
Sysco Corporation	NYSE:SY	76.46	4.55%	37,559.1	50,265.1	79,708.0	5.5%	2.4%	0.6x	10.6x	19.7x	NM
United Natural Foods, Inc.	NYSE:UNFI	27.31	68.27%	1,636.4	5,433.4	31,299.0	1.6%	-0.3%	0.2x	6.2x	NM	1.7x
The Chefs' Warehouse, Inc.	NasdaqGS:CHEF	49.32	67.58%	1,993.2	2,871.8	3,711.1	4.8%	1.3%	0.8x	11.8x	44.3x	NM
Performance Food Group Company	NYSE:PFGC	84.55	22.27%	13,173.3	18,910.6	55,158.1	2.5%	0.8%	0.3x	11.6x	31.2x	49.2x
US Foods Holding Corp.	NYSE:USFD	67.46	48.56%	15,714.0	20,601.0	37,322.0	4.1%	1.5%	0.6x	12.7x	28.9x	NM
HF Foods Group Inc.	NasdaqCM:HFFG	3.21	-39.89%	169.3	376.2	1,177.3	3.4%	-0.2%	0.3x	8.1x	NM	5.2x
SpartanNash Company	NasdaqGS:SPTN	18.32	-20.17%	618.4	1,525.6	9,532.9	2.5%	0.5%	0.2x	5.1x	13.8x	1.3x
Premium Brands Holdings Corporation	TSX:PBH	54.96	-22.81%	2,442.2	4,409.9	4,732.5	6.5%	1.6%	0.9x	14.2x	35.5x	30.4x
Colabor Group Inc.	TSX:GCL	0.63	-32.29%	63.8	178.9	475.4	3.6%	0.5%	0.4x	7.0x	24.2x	5.8x
Mean			10.67%		11,619.2		3.9%	0.9%	0.5x	9.7x	28.2x	15.6x
Median			4.55%		4,409.9		3.6%	0.8%	0.4x	10.6x	28.9x	5.5x
Food Retailers												
Costco Wholesale Corporation	NasdaqGS:COST	916.27	38.81%	406,731.2	403,034.2	258,805.0	4.6%	2.9%	1.6x	33.0x	53.8x	16.6x
Walmart Inc.	NYSE:WMT	90.35	71.93%	725,816.4	785,702.4	673,819.0	6.2%	2.9%	1.2x	17.4x	37.3x	12.1x
Target Corporation	NYSE:TGT	135.18	-5.08%	61,941.1	78,359.1	107,570.0	8.4%	4.1%	0.7x	8.1x	14.3x	4.3x
The Kroger Co.	NYSE:KR	61.15	33.78%	44,248.5	60,664.5	149,879.0	5.4%	1.8%	0.4x	6.7x	16.2x	4.7x
Grocery Outlet Holding Corp.	NasdaqGS:GO	15.61	-42.10%	1,516.3	3,029.3	4,263.5	4.6%	1.2%	0.7x	6.9x	30.6x	4.1x
Sprouts Farmers Market, Inc.	NasdaqGS:SFM	127.07	164.12%	12,705.9	14,049.9	7,421.6	8.2%	4.7%	1.9x	15.0x	36.8x	16.9x
Weis Markets, Inc.	NYSE:WMK	67.72	5.88%	1,821.6	1,616.2	4,759.6	4.8%	2.0%	0.3x	5.6x	19.0x	1.3x
Casey's General Stores, Inc.	NasdaqGS:CASY	396.23	44.22%	14,707.1	17,062.8	14,973.8	7.5%	3.6%	1.1x	15.0x	27.6x	5.5x
Albertsons Companies, Inc.	NYSE:ACI	19.64	-14.61%	11,378.4	25,284.0	79,713.7	4.8%	1.3%	0.3x	5.2x	11.5x	NM
Mean			32.99%		154,311.4		6.1%	2.7%	0.9x	12.5x	27.5x	8.2x
Median			33.78%		25,284.0		5.4%	2.9%	0.7x	8.1x	27.6x	5.1x

Oaklins Capital Alliance Food Value Chain Segments

Capital Alliance Food Chain Companies Public Trading Valuation Data

(USD in millions except stock price)

Company	Ticker	Price as of 12/31/2024	YTD %	Market Cap	Enterprise Value	LTM Revenues	LTM EBITDA Margin	LTM Net Income Margin	EV/LTM Revenue	EV/LTM EBITDA	P/LTM Diluted EPS	P/Tangible BV
<i>Agricultural Commodity Processors</i>												
Archer-Daniels-Midland Company	NYSE:ADM	50.52	-30.05%	24,175.5	35,033.5	87,010.0	4.0%	2.1%	0.4x	7.5x	14.2x	1.6x
Bunge Global SA	NYSE:BG	77.76	-22.97%	10,857.4	15,944.4	54,502.0	4.6%	2.1%	0.3x	4.7x	9.8x	1.2x
Golden Agri-Resources Ltd	SGX:E5H	0.19	-1.43%	2,462.5	4,759.3	10,331.2	7.4%	1.6%	0.5x	6.3x	15.6x	0.5x
GrainCorp Limited	ASX:GNC	4.54	-8.59%	1,007.5	1,219.7	4,511.4	1.5%	0.9%	0.3x	16.2x	26.7x	1.2x
Wilmar International Limited	SGX:F34	2.27	-16.02%	14,180.2	33,220.9	65,551.8	5.3%	2.4%	0.5x	8.8x	9.2x	1.0x
Mean			-15.81%		18,035.6		4.5%	1.8%	0.4x	8.7x	15.1x	1.1x
Median			-16.02%		15,944.4		4.6%	2.1%	0.4x	7.5x	14.2x	1.2x
<i>Agricultural Land & Growers</i>												
Farmland Partners Inc.	NYSE:FPI	11.76	-5.77%	562.2	1,059.7	58.5	57.2%	31.6%	18.1x	31.5x	36.6x	1.1x
Gladstone Land Corporation	NasdaqGM:LAND	10.85	-24.91%	392.6	964.7	88.5	78.4%	16.5%	10.9x	13.9x	NM	0.6x
Calavo Growers, Inc.	NasdaqGS:CVGW	25.50	-13.29%	453.9	514.9	1,011.6	2.1%	-0.9%	0.5x	16.6x	NM	2.3x
Limoneira Company	NasdaqGS:LMNR	24.46	18.57%	442.3	504.4	191.5	1.8%	4.0%	2.6x	20.7x	61.2x	2.5x
Tejon Ranch Co.	NYSE:TRC	15.90	-7.56%	426.5	460.5	40.1	-23.3%	-0.6%	11.5x	NM	NM	1.0x
Alico, Inc.	NasdaqGS:ALCO	25.93	-10.83%	197.9	292.4	46.6	-9.3%	14.9%	6.3x	NM	28.5x	0.8x
Adecoagro S.A.	NYSE:AGRO	9.43	-15.05%	950.9	2,005.8	1,408.6	27.8%	11.3%	1.4x	4.3x	6.2x	0.7x
T&G Global Limited	NZSE:TGG	0.86	-30.86%	105.7	354.0	846.1	0.6%	-3.9%	0.4x	15.8x	NM	0.5x
Cresud Sociedad Anónima, Comercial, Inmobiliaria, Financiera y Agropecuaria	BASE:CRES	1.45	27.33%	865.2	2,418.0	751.9	19.5%	-11.9%	3.2x	14.1x	NM	1.3x
Select Harvests Limited	ASX:SHV	2.63	33.05%	373.8	619.8	233.9	14.4%	0.4%	2.7x	13.9x	NM	1.4x
Duxton Farms Limited	ASX:DBF	0.87	-16.90%	35.8	44.8	16.1	1.5%	21.6%	2.8x	62.4x	11.3x	0.5x
Australian Dairy Nutritionals Limited	ASX:AHF	0.05	430.81%	35.0	32.5	4.2	-94.7%	-117.5%	7.8x	NM	NM	1.9x
Mean			32.05%		772.6		6.3%	-2.9%	5.7x	21.5x	28.7x	1.2x
Median			-9.20%		509.6		1.9%	2.2%	3.0x	15.8x	28.5x	1.1x

Oaklins Capital Alliance Food Value Chain Segments

Capital Alliance Food Chain Companies Public Trading Valuation Data

(USD in millions except stock price)

Company	Ticker	Price as of 12/31/2024	YTD %	Market Cap	Enterprise Value	LTM Revenues	LTM EBITDA Margin	LTM Net Income Margin	EV/LTM Revenue	EV/LTM EBITDA	P/LTM Diluted EPS	P/Tangible BV
Agricultural Crop Inputs												
Corteva, Inc.	NYSE:CTVA	56.96	18.86%	39,148.2	42,507.2	16,637.0	18.1%	4.2%	2.6x	13.2x	60.2x	7.8x
KWS SAAT SE & Co. KGaA	XTRA:KWS	60.88	2.56%	2,008.9	2,261.4	1,914.8	23.4%	8.5%	1.2x	5.5x	9.8x	1.7x
The Mosaic Company	NYSE:MOS	24.58	-31.21%	7,807.7	11,937.0	11,456.4	16.7%	3.2%	1.0x	5.3x	21.4x	0.7x
CF Industries Holdings, Inc.	NYSE:CF	85.32	7.32%	14,847.4	18,763.4	5,983.0	44.3%	19.5%	3.1x	6.7x	13.6x	6.8x
FMC Corporation	NYSE:FMC	48.61	-22.90%	6,068.3	9,883.9	4,167.9	16.9%	34.9%	2.4x	13.2x	4.0x	9.1x
American Vanguard Corporation	NYSE:AVD	4.63	-57.79%	133.3	322.3	553.8	3.6%	-5.2%	0.6x	11.5x	NM	1.1x
Nutrien Ltd.	TSX:NTR	44.70	-20.92%	22,079.1	35,483.1	25,556.0	17.8%	2.9%	1.4x	7.5x	32.2x	2.1x
The Andersons, Inc.	NasdaqGS:ANDE	40.52	-29.58%	1,370.3	1,689.1	11,347.4	2.9%	1.1%	0.1x	5.1x	11.6x	1.0x
Yara International ASA	OB:YAR	26.48	-25.67%	6,744.3	10,101.5	13,910.0	11.8%	3.9%	0.7x	5.9x	13.3x	1.1x
ICL Group Ltd	TASE:ICL	4.94	-2.10%	6,373.7	8,583.7	6,930.0	18.1%	5.8%	1.2x	6.4x		
K+S Aktiengesellschaft	XTRA:SDF	10.83	-31.54%	1,939.5	2,141.2	4,128.9	14.5%	0.7%	0.5x	3.5x	73.3x	0.3x
CVR Partners, LP	NYSE:UAN	75.96	15.97%	802.9	1,243.9	527.4	31.6%	10.0%	2.4x	7.1x	15.3x	2.8x
OCI N.V.	ENXTAM:OCI	11.20	-61.40%	2,359.3	5,535.8	1,951.1	-3.7%	-11.3%	2.8x	NM	NM	2.8x
Intrepid Potash, Inc.	NYSE:IPI	21.92	-8.25%	269.5	232.5	206.4	17.4%	-20.9%	1.1x	6.3x	NM	0.4x
Compass Minerals International, Inc.	NYSE:CMP	11.25	-55.57%	466.3	1,428.8	1,117.4	13.9%	-18.4%	1.3x	7.4x	NM	2.0x
Arab Potash Company	ASE:APOT	37.50	1.90%	3,124.1	2,423.7	991.2	41.9%	29.4%	2.4x	5.2x	10.7x	1.3x
Nufarm Limited	ASX:NUF	2.19	-38.43%	838.8	1,384.4	2,319.8	5.3%	-0.2%	0.6x	11.2x	NM	1.1x
CVR Energy, Inc.	NYSE:CVI	18.74	-38.15%	1,883.9	3,164.9	7,865.0	5.9%	0.9%	0.4x	6.4x	27.3x	2.8x
SpartanNash Company	NasdaqGS:SPTN	18.32	-20.17%	618.4	1,525.6	9,532.9	2.5%	0.5%	0.2x	5.1x	13.8x	1.3x
Mean			-20.90%		8,453.3		15.9%	3.7%	1.4x	7.4x	23.6x	2.6x
Median			-22.90%		2,423.7		16.7%	2.9%	1.2x	6.4x	13.8x	1.5x

Oaklins Capital Alliance Food Value Chain Segments

Capital Alliance Food Chain Companies Public Trading Valuation Data

(USD in millions except stock price)

Company	Ticker	Price as of 12/31/2024	YTD %	Market Cap	Enterprise Value	LTM Revenues	LTM EBITDA Margin	LTM Net Income Margin	EV/LTM Revenue	EV/LTM EBITDA	P/LTM Diluted EPS	P/Tangible BV
<i>Agricultural Equipment</i>												
Deere & Company	NYSE:DE	423.70	5.96%	115,066.4	175,178.4	51,532.0	22.0%	13.8%	3.4x	15.1x	16.5x	6.6x
AGCO Corporation	NYSE:AGCO	93.48	-23.00%	6,977.8	10,911.5	12,575.3	11.3%	1.4%	0.9x	7.0x	41.4x	5.8x
Caterpillar Inc.	NYSE:CAT	362.76	22.69%	175,141.4	208,288.4	65,664.0	24.1%	16.3%	3.2x	12.9x	16.8x	12.8x
The Toro Company	NYSE:TTC	80.10	-16.55%	8,104.9	8,946.6	4,583.8	14.4%	9.1%	2.0x	12.4x	20.0x	13.5x
Lindsay Corporation	NYSE:LNN	118.31	-8.40%	1,284.4	1,227.9	612.0	15.9%	11.2%	2.0x	12.0x	19.7x	3.5x
Valmont Industries, Inc.	NYSE:VMI	306.67	31.33%	6,144.3	7,041.9	4,053.3	14.8%	7.6%	1.7x	11.1x	20.9x	8.0x
CNH Industrial N.V.	NYSE:CNH	11.33	-6.98%	14,151.0	40,494.0	21,752.0	12.0%	8.0%	1.9x	13.5x	8.3x	5.1x
Cummins Inc.	NYSE:CMI	348.60	45.51%	47,821.6	54,790.6	34,198.0	13.4%	6.1%	1.6x	10.5x	23.3x	8.8x
Kubota Corporation	TSE:6326	11.70	-22.32%	13,444.6	26,709.4	21,222.4	14.0%	8.4%	1.3x	9.4x	8.5x	1.1x
Iseki & Co., Ltd.	TSE:6310	5.94	-22.53%	134.4	608.4	1,155.3	4.2%	-1.6%	0.5x	15.0x	NM	0.3x
EXEL Industries SA	ENXTPA:EXE	44.52	-25.42%	302.0	524.1	1,191.0	7.6%	3.9%	0.4x	5.5x	6.6x	0.8x
Alamo Group Inc.	NYSE:ALG	185.91	-11.55%	2,242.1	2,346.5	1,660.7	13.7%	7.2%	1.4x	9.9x	18.7x	3.4x
DEUTZ Aktiengesellschaft	XTRA:DEZ	4.18	-21.21%	580.1	858.5	2,076.6	6.5%	2.7%	0.4x	6.0x	10.5x	1.1x
Tractor Supply Company	NasdaqGS:TSCO	53.06	23.38%	28,344.4	33,491.8	14,769.5	13.0%	7.5%	2.3x	13.3x	25.8x	14.0x
Mean			-2.08%		40,815.6		13.4%	7.3%	1.6x	11.0x	18.2x	6.1x
Median			-9.98%		9,929.0		13.6%	7.5%	1.7x	11.5x	18.7x	5.5x
<i>Agricultural Animal Health & Diagnostics</i>												
Zoetis Inc.	NYSE:ZTS	162.93	-17.45%	73,508.3	78,569.3	9,152.0	41.1%	26.6%	8.6x	20.4x	30.6x	56.4x
Phibro Animal Health Corporation	NasdaqGM:PAHC	21.00	81.35%	850.6	1,267.0	1,046.8	11.1%	1.7%	1.2x	9.9x	48.9x	5.3x
Elanco Animal Health Incorporated	NYSE:ELAN	12.11	-18.72%	5,986.6	9,853.6	4,454.0	19.6%	4.6%	2.2x	10.7x	29.3x	NM
IDEXX Laboratories, Inc.	NasdaqGS:IDXX	413.44	-25.51%	33,854.4	34,544.0	3,844.8	33.8%	22.5%	9.0x	25.9x	39.9x	30.9x
Neogen Corporation	NasdaqGS:NEOG	12.14	-39.63%	2,630.7	3,404.6	912.2	19.7%	-2.6%	3.7x	19.0x	NM	NM
Balchem Corporation	NasdaqGS:BCPC	163.00	9.58%	5,298.6	5,470.2	942.4	22.8%	12.9%	5.8x	24.9x	43.7x	24.2x
ImmuCell Corporation	NasdaqCM:ICCC	5.15	1.18%	45.9	57.6	23.8	-0.2%	-16.0%	2.4x	132.4x	NM	1.7x
Bayer CropScience Limited	BSE:506285	64.92	-2.34%	2,917.4	2,806.8	610.5	13.9%	11.3%	4.6x	32.3x	43.1x	8.5x
Mean			-1.45%		16,996.7		20.2%	7.6%	4.7x	34.4x	39.3x	21.2x
Median			-9.90%		4,437.4		19.7%	8.0%	4.2x	22.6x	41.5x	16.4x
<i>Agricultural Animal Health Distributors</i>												
Cencora, Inc.	NYSE:COR	224.68	9.40%	43,426.2	46,057.2	293,958.6	1.4%	0.5%	0.2x	10.3x	29.8x	NM
Patterson Companies, Inc.	NasdaqGS:PDGO	30.86	8.47%	2,725.4	3,383.5	6,554.9	5.1%	2.4%	0.5x	9.1x	17.9x	4.4x
Henry Schein, Inc.	NasdaqGS:HSIC	69.20	-8.60%	8,627.9	12,961.9	12,499.0	7.4%	2.5%	1.0x	12.5x	28.5x	NM
Apium Animal Health Limited	ASX:AHX	0.25	26.79%	45.7	107.6	136.5	9.6%	2.4%	0.8x	7.1x	14.9x	NM
EBOS Group Limited	NZSE:EBO	20.75	-7.69%	4,039.7	4,890.8	8,799.7	4.2%	2.1%	0.6x	12.8x	23.9x	NM
Virbac SA	ENXTPA:VIRP	327.67	-17.54%	2,744.1	3,001.3	1,435.1	19.7%	10.5%	2.1x	10.5x	18.8x	5.4x
Vetoquinol SA	ENXTPA:VETO	77.54	-31.49%	917.5	770.7	575.9	16.5%	8.8%	1.3x	7.8x	18.8x	2.8x
Mean			-2.95%		10,167.6		9.1%	4.2%	0.9x	10.0x	21.8x	4.2x
Median			-7.69%		3,383.5		7.4%	2.4%	0.8x	10.3x	18.8x	4.4x

Proven Record of Global Reach



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- Russell Tolander is a Managing Director for Oaklins Capital Alliance working on mergers & acquisitions engagements across the food value chain.
- He is a former managing director of Institutional Sales and Research at Roth Capital Partners. He has over 20 years of institutional sales, research and investment management experience specific to the small capitalization public equity marketplace. Much of his experience focused on public micro-cap equities under \$100M in capitalization. His generalist experience spans a variety of industries including technology-enabled manufacturing, distribution & logistics; electronics & communications equipment and services; clean technology and alternative energy; business services; and consumer products, restaurant & retail, e-commerce, and internet-enabled businesses.
- Within the branded consumer products and the retail, restaurant and food & beverage industries, he has legacy experience which includes selling the Amerco/U-HAUL (UHAL) IPO and multi-year merchant investments in companies including BJ's Restaurant & Brewhouse (BJRI), Neogen Corporation (NEOG) and Cost-U-Less (acquired).
- More recently he has sales or direct investment exposure in health & wellness/millennial consumer companies including The Joint (JYNT), Lovesac (LOVE), and Castle Brands (acquired).
- Prior to capital markets, he was a research associate for R.J. Rudden Associates providing management consulting services to public utilities. Also, he was an engineer in training at Arizona Public Service Company where he had early exposure to the alternative energy field.
- He holds an MBA from the University of Iowa and a Bachelor of Science in Energy Engineering from the University of Arizona.
- Pertinent to agriculture, he was born and raised on a grain and swine farm in Southeast Iowa.



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