

ESTIMATED CAPITAL STRUCTURE as of 31 March 2019 in USD m											
Instrument	Coupon	Maturity	Face	Adj.	Adj. Outstanding ⁽¹⁾	Price	Market	Yield	Interest Expense	LTM Leverage	FY19E Leverage
Senior Secured Revolver	L + 2.25% - 2.75%	22-Feb-24	17.8	-	17.8		17.8		0.9	0.2x	0.2x
Total Secured Debt			17.8		17.8		17.8			0.2x	0.2x
Senior Notes	6.50%	15-Mar-23	700.0	-	700.0	64.25	449.75	23.72%	45.5	8.9x	8.0x
Total Unsecured Debt			700.0		700.0		449.8			8.9x	8.0x
Receivables Securitization Facility	1.05% - 1.45%	22-Feb-22	295.0	(22.8)	272.2		295.0		4.3	12.8x	11.3x
Total Debt			1,012.8		990.0		762.6		50.7	12.8x	11.3x
Cash			22.6		22.6		22.6				
Net Debt			990.2		967.4		740.0			12.5x	11.0x
Market Cap			146.3		146.3		146.3				
Enterprise Value			1,136.5		1,113.7		886.3				
LTM adjusted EBITDA			78.9							LTM EV multiple	14.4x
FY19E adjusted EBITDA			90.0							2019E EV multiple	12.6x

1) Adjustments made based on estimates from the company's earnings presentation made 7 May 2019
Source: Company reports

OVERVIEW

Dean Foods (DF), headquartered in Dallas, Texas, is the largest processor and direct-to-store distributor of fresh fluid milk and other dairy and dairy case products in the United States. The company manufactures and distributes fluid milk, ice cream, cultured dairy products, creamers, ice cream mix, and other dairy products to retailers, distributors, foodservice outlets, educational institutions and governmental entities across the United States.

Recent Events

DF's 1Q19 revenue fell 9.3% year-over-year (YoY) to USD 1.8bn from USD 2bn in 1Q18, as fluid milk sales (70% of 1Q19 sales) continued declining 10% YoY (consistent with the past five quarters), and ice cream sales (14% of 1Q19 sales) dropped 6% YoY. On the company's earnings call, management said it had passed the inflection point in improving the business and that it would return to generating positive cash flow in 2Q19 and for the remainder of FY19. To that end, sequentially, gross margin improved to 20.8% in 1Q19 from 19.9% in 4Q18. Additionally, the company was able to reduce its selling and distribution expense as a percentage of sales to 18.8% in 1Q19 from 19.2% in 4Q18. Although there are sequential improvements management can point to, gross margin declined YoY by 180 basis points to 20.8% in 1Q19 from 22.6% in 1Q18 as volume declined. S&D expense did decline nominally as the company spent less on advertising (which could translate to further trouble in the company's branded business), but as a percentage of sales, the expense rose to 18.8% from 17.5% in 1Q18. General and administrative expense also fell by USD 2.4m YoY, but with the decline in sales, this resulted in G&A being equal to 4.1% of sales, 30 basis points higher than

3.8% of sales in 1Q18. The pressure on sales and margins led to a YoY adjusted EBITDA decline of 95%, with 1Q19 adjusted EBITDA of USD 3.7m compared to USD 72.4m in 1Q18.

Management said it has reached an inflection point in the business and that the company will generate positive free cash flow in FY19, but failed to provide guidance on any numbers. Without details to provide confidence, sales will stop declining at rates consistent with the past two years, and we estimate FY19 revenue at USD 7.3bn. Without details as to how expenses as a percentage of sales will improve at a faster rate than the sequential improvements experienced this quarter, we expect gross margin to remain flat, with minor improvements in selling & distribution expenses as a percentage of sales and minor improvements in G&A expenses on a nominal basis. With these minor improvements in expenses, we estimate the company will have adjusted EBITDA of USD 90m (unadjusted EBITDA of USD 66m) in FY19, down from USD 148m in FY18. Should the company struggle to offset gross margin deterioration with increased pricing or improve its selling and distribution expense as a percentage of sales, we believe the company could run in to problems with its liquidity.

Liquidity

DF recently amended its Receivables Securitization Facility, waiving the 4.25x net leverage ratio requirement. It is also working to expand the borrowing base on its revolving credit facility to USD 265m based on a collateral package, but we do not expect the company to obtain the additional USD 90m of borrowing capacity. As of 1Q19, DF has USD 23m of cash, USD

157m available on its revolver, and USD 19m available on its receivables facility, giving it USD 199m of liquidity. Based on *Debtwire* estimates, the company will have EBITDA over the next 12 months of USD 92m, interest expense of USD 65m, and capital expenditures of USD 105m. This would give the company free cash flow of negative USD 78m, and leave it with USD 120m of liquidity at the end of 1Q20.

LIQUIDITY (USD m) - 31 March 2019	
Cash as of 31 March 2019	22.6
Availability under revolving credit facility	157.2
Availability under receivables facility	18.9
Total liquidity as of 31 March 2019	198.7
NTME	
NTME EBITDA	91.7
NTME Int Expense	(65.0)
NTME Capex	(105.0)
FCF	(78.3)
Total est. liquidity as of 31 March 2020	120.4

Source: SEC Filings

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Valuation

Based on a five-year average trading multiple of 6x and NTME adjusted EBITDA of USD 113m, we estimate an enterprise value of USD 679m, which implies a full recovery for the company's revolver and receivables facility, but leaves a 52% recovery for the senior notes and no value for the equity.

In our liquidation analysis, we estimate that in 1Q20 the company will have no cash, have USD 74m drawn on the revolver, and USD 295m outstanding on its receivables facility. In our high case liquidation analysis, we estimate there will be a total distributable value of USD 1.1bn, giving a full recovery to the debt and leaving USD 38m of value for the equity, implying a share price of USD 0.41/share, a 74% discount to the current share price of USD 1.6/share. In our low case liquidation analysis, we estimate there will be a total distributable value of USD 757m, giving a full recovery to the revolver and receivables facility, a 56% recovery for the senior notes, and leaving no value for the equity.

Liquidity:

Liquidity				
	2Q19E	3Q19E	4Q19E	1Q20E
Beginning Liquidity	199	176	156	141
EBITDA	19	23	28	22
Interest Expense	(16)	(16)	(16)	(16)
Capex	(26)	(26)	(26)	(26)
FCF	(23)	(20)	(15)	(21)
Ending Liquidity	176	156	141	120

Company Info:

COMPANY INFORMATION		FINANCIAL SNAPSHOT (LTM)	
Ticker:	DF	LTM revenue:	USD 7.6bn
Issuer rating:	B3	LTM adjusted EBITDA:	USD 78.9m
Administrative agent for first lien revolving credit facility:	Cooperative Rabobank	Total debt/LTM adj. EBITDA:	12.8x
Share Price as of 16 May 2019:	\$1.6	LTM adj. EBITDA/Interest:	1.6x
Market capitalization:	USD 146.3m	Net debt/LTM adj. EBITDA:	12.5x
Enterprise value:	USD 1.1bn	Net debt/LTM revenue:	0.1x

Financial Summary:

Fiscal Period	Annual						Quarterly							
	FY16	FY17	FY18	FY19E	LTM	NTM	1Q18	2Q18	3Q18	4Q18	1Q19	2Q19E	3Q19E	4Q19E
Sales	7,710.2	7,795.0	7,755.3	7,269.6	7,570.2	7,187.5	1,980.5	1,951.2	1,894.1	1,929.5	1,795.4	1,853.2	1,800.8	1,820.1
Sales Growth YoY	-	1.1%	-0.5%	-6.3%	-	-5.1%	-0.8%	1.3%	-2.2%	-0.3%	-9.3%	-5.0%	-4.9%	-5.7%
COGS	(5,722.1)	(5,977.0)	(6,100.0)	(5,756.3)	(5,989.7)	(5,691.3)	(1,532.0)	(1,518.4)	(1,503.5)	(1,546.09)	(1,421.68)	(1,467.43)	(1,425.95)	(1,441.21)
Gross Profit	1,988.1	1,818.1	1,655.3	1,513.3	1,580.5	1,496.2	448.5	432.8	390.6	383.4	373.8	385.8	374.9	378.9
Gross Profit YoY Growth	-	-9%	-9%	-9%	4%	4%	-3%	-7%	-12%	-14%	-17%	-11%	-4%	-1%
Gross Margin	25.8%	23.3%	21.3%	20.8%	20.9%	20.8%	22.6%	22.2%	20.6%	19.9%	20.8%	20.8%	20.8%	20.8%
Operating Expenses														
Selling & Distribution	(1,347.8)	(1,346.4)	(1,403.2)	(1,323.7)	(1,394.9)	(1,287.7)	(346.0)	(336.7)	(349.2)	(371.22)	(337.71)	(341.17)	(324.32)	(320.51)
General & Administrative	(342.6)	(307.8)	(277.7)	(270.1)	(275.2)	(268.2)	(75.5)	(66.0)	(66.6)	(69.58)	(73.09)	(63.61475)	(65.21)	(68.21)
Facility Closing and Reorganization Costs, net	(8.7)	(24.9)	(75.0)	(4.3)	(70.9)	0.0	(8.5)	(67.7)	2.7	(1.55)	(4.33)	-	-	-
Other Operating Income	1.2	-	2.3	0.0	2.3	0.0	(2.3)	-	4.58	-	-	-	-	-
Other income (expense), net	(1.4)	(1.4)	(2.9)	(2.2)	(2.6)	(2.5)	(0.5)	(0.8)	(0.4)	(1.19)	(0.21)	(0.65)	(0.62)	(0.67)
Net income (loss) attributable to non-controlling interest				0.0	(0.2)	0.0			(0.2)		-	-	-	-
Gain on Sale of Discontinued Operations, net of tax				0.0	0.0	0.0		1.9	-	(1.92)	-	-	-	-
EBIT	288.8	137.6	(101.1)	(87.0)	(161.0)	(62.2)	18.1	(38.7)	(23.2)	(57.5)	(41.6)	(19.7)	(15.3)	(10.5)
Selling & Distribution % of sales	17.5%	17.3%	18.1%	18.2%	18.4%	17.9%	17.5%	17.3%	18.4%	19.2%	18.8%	18.4%	18.0%	17.6%
G&A % of Sales	4.4%	3.9%	3.6%	3.7%	3.6%	3.7%	3.8%	3.4%	3.5%	3.6%	4.1%	3.4%	3.6%	3.7%
EBIT/Revenue	4%	2%	-1%	-1%	-2%	-1%	1%	-2%	-1%	-3%	-2%	-1%	-1%	-1%
Depreciation & Amortization	172.6	165.8	153.5	148.4	151.1	148.4	39.4	39.4	37.5	37.15	37.07	37.11	37.09	37.10
Stock Based Compensation	29.8	11.0	7.9	4.2	5.7	5.6	2.2	4.5	0.6	0.65	-	1.91	1.06	1.21
EBITDA	491.3	314.4	60.2	65.5	-4.2	91.7	59.6	5.1	14.9	-19.7	-4.5	19.4	22.9	27.8
EBITDA Growth	-	-36%	-81%	9%	-2295%	9%	-95%	-80%	-122%	-108%	277%	54%	-241%	-
Facility Closing and Reorganization Costs, net	8.7	24.9	75.0	4.3	70.9	0.0	8.5	67.7	-2.7	1.5	4.3	-	-	-
Discontinued Operations	0.7	-14.2	-4.9	0.0	(4.9)	0.0	-	-1.9	-	-3.0	-	-	-	-
Cost Productivity Plan	-	5.7	18.6	16.8	18.1	17.4	4.1	5.6	5.0	3.9	3.6	4.4	4.5	4.3
Non-Controlling Interest in Good Karma	-	-	0.6	0.3	0.9	0.0	-	-	0.3	0.3	0.3	-	-	-
Closed Deal Costs	0.5	0.4	0.4	0.0	0.4	0.0	-	-	-	0.4	-	-	-	-
Other Adjustments	1.4	17.5	-2.1	2.9	(2.3)	3.5	0.2	-2.3	0.0	0.0	0.7	-	1.8	0.4
Adjusted EBITDA	501.2	348.7	147.8	90.0	78.9	112.6	72.4	74.2	17.5	-16.5	3.7	24.6	29.2	32.5
EBITDA Growth	-	-30%	-58%	-39%	1%	43%	-8%	-26%	-76%	-117%	-95%	-67%	67%	-297%
EBITDA Margin	6%	4%	2%	1%	1%	2%	4%	4%	1%	-1%	0%	1%	2%	2%
Interest Expense	(67)	(65)	(56)	(67.8)	(61.4)	(65.0)	(14)	(14)	(14)	(15)	(19)	(16)	(16)	(16)
CAPEX	(145)	(107)	(115)	(105.3)	(127.9)	(105.0)	(14)	(23)	(31)	(47)	(27)	(26)	(26)	(26)
Pension Contribution	-	(39)	-	-	0.0	0.0	-	-	-	-	-	-	-	-
Cash Dividends	(33)	(33)	(27)	-	(19.2)	0.0	(8.2)	(8.2)	(8.2)	(2.7)	-	-	-	-
Levered FCF	289.7	138.5	(51.4)	(83.1)	(110.3)	(57.4)	36.1	28.6	(35.9)	(60.5)	(41.8)	(17.9)	(13.3)	(10.0)
Cash Flow Statement	2016	2017	2018				1Q18	2Q18	3Q18	4Q18	1Q19			
Net cash from operating activities	257	144.8	153.0	-	-	-	39	82	(1)	33	(72)	-	-	-
Net cash from investing activities	(288)	(135.0)	(109.2)	-	-	-	(12)	(26)	(25)	(46)	(25)	-	-	-
Net cash from financing activities	(12)	(11.3)	(36.1)	-	-	-	(15)	(59)	22	16	95	-	-	-
Cash and cash equivalents, beginning of period	61	18	17	-	-	-	17	28	25	22	24	-	-	-
Net increase (decrease) in cash and cash equivalents	-42.8	-1.5	7.7	-	-	-	11.6	-2.7	-3.6	2.4	-1.6	-	-	-
Cash and cash equivalents, end of period	18.0	16.5	24.2	-	-	-	28.1	25.4	21.8	24.2	22.6	-	-	-
Total debt	886	913	909	-	-	-	907	857	887	909	991	-	-	-
Net debt	868	897	885	-	-	-	879	832	865	885	968	-	-	-
Net debt/Adj. EBITDA	1.7x	2.6x	6.0x	-	-	-	2.6x	2.7x	3.4x	6.2x	12.6x	-	-	-

Balance Sheet:

Balance Sheet													
	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18	1Q19
Assets													
Current Assets:													
Cash & Cash Equivalents	84.6	23.8	28.2	18.0	31.6	31.5	24.3	16.5	28.1	25.4	21.8	24.2	22.6
Receivables	598.3	589.4	643.3	669.2	646.6	601.9	673.5	675.8	637.3	593.2	612.3	589.3	577.2
Income Tax receivables	-	13.0	4.5	5.6	5.1	7.2	0.4	2.1	2.0	1.5	4.1	4.2	-
Inventories	269.4	265.4	261.6	284.5	290.9	287.2	281.1	278.1	287.2	276.7	262.2	255.5	290.4
Prepaid Expenses & Other Current Assets	50.1	38.8	42.9	37.5	-	-	-	47.3	37.8	41.4	34.1	30.7	38.5
Assets held for sale	43.9	44.0	39.3	43.9	37.1	40.3	37.2	-	9.7	5.1	4.2	8.5	6.6
Total Current Assets	1,046.3	974.5	1,019.7	1,058.6	1,011.4	968.1	1,016.4	1,019.9	1,002.1	943.3	938.6	912.3	935.3
PP&E	1,149.3	1,153.1	1,144.7	1,163.9	1,135.7	1,124.1	1,091.4	1,094.1	1,056.0	1,001.8	999.4	1,006.2	991.8
Goodwill	86.8	163.8	163.8	154.1	154.1	167.5	167.5	167.5	167.4	190.7	190.7	-	-
Operating Lease right of use Assets													316.8
Identifiable Intangible and Other Assets, net	140.7	220.6	216.9	207.9	201.0	213.2	210.2	211.6	208.6	207.7	210.2	197.5	198.4
Deferred Income Taxes	29.3	25.4	22.4	21.7	23.5	21.3	21.1	10.7	10.5	14.1	15.5	2.5	-
Total	2,452.4	2,537.3	2,567.7	2,606.2	2,525.7	2,494.2	2,506.7	2,503.8	2,444.7	2,357.6	2,354.5	2,118.5	2,442.3
Current Liabilities:													
Accounts Payable and accrued expenses	637.2	642.2	681.4	707.0	684.5	655.3	648.3	671.1	625.2	642.5	644.4	699.7	670.0
Current portion of debt	1.3	1.2	1.1	140.8	141.5	142.2	142.9	1.1	1.1	1.2	1.2	1.2	1.1
Operating Lease Liabilities													95.8
Income Tax Payable	10.8												
Current portion of litigation Settlements	18.6												
Total current liabilities	668.0	643.4	682.4	847.8	826.0	797.5	791.2	672.2	626.3	643.7	645.5	700.8	766.8
Long-Term Debt, net	833.7	907.6	895.0	745.2	750.2	762.1	803.6	912.1	906.1	855.8	886.0	905.2	1,008.6
Deferred Income Taxes	108.2	135.6	132.9	126.0	86.5	99.9	96.5	60.0	61.0	50.5	42.4	13.7	7.6
Long-term operating lease liabilities													236.4
Other Long-Term Liabilities	264.5	270.1	267.5	276.6	268.0	226.5	211.0	203.6	201.0	190.2	196.2	184.0	166.8
Commitments and Contingencies													
Stockholders' Equity													
Common Stock	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9
Additional paid-in Capital	671.5	648.9	651.1	653.6	654.5	656.7	658.1	659.2	660.6	662.9	663.0	661.6	662.7
Retained Earnings	-10.3	14.8	21.1	45.7	27.6	36.9	30.1	74.2	82.4	33.9	-0.8	-261.0	-322.5
Accumulated Other Comprehensive Loss	-84.2	-83.8	-83.2	-89.6	-88.0	-86.4	-84.7	-78.4	-93.6	-92.0	-90.7	-98.6	-96.5
Total Dean Foods Stockholders' Equity	577.9	580.7	589.9	610.6	595.0	608.2	604.4	655.9	650.4	605.7	572.5	303.0	244.7
Non-Controlling Interest	-	-	-	-	-	-	-	-	-	11.8	11.9	11.8	11.5
Total Stockholders' Equity	577.9	580.7	589.9	610.6	595.0	608.2	604.4	655.9	650.4	617.5	584.3	314.7	256.1
Total	2,452.4	2,537.3	2,567.7	2,606.2	2,525.7	2,494.2	2,506.7	2,503.8	2,444.7	2,357.6	2,354.5	2,118.5	2,442.3

Liquidation Analysis:

LIQUIDATION ANALYSIS, 1Q20 ESTIMATE (USDm)						
	Book Value	Low		High		
		\$	%	\$	%	
Current Cash	22.6					
Estimated FCF through 1Q20	(78.3)					
Estimated Cash in 1Q20 Liquidation	0.0	0.0	100%	0.0	100%	
Accounts Receivable	548.1	411.0	75%	465.8	85%	
Inventories	275.7	137.8	50%	206.8	75%	
Other Current Assets	45.1	0.0	0%	11.3	25%	
Total Current Assets	868.8	548.9	63%	672.6	77%	
PP&E, Net	991.8	248.0	25%	495.9	50%	
Identifiable Intangible and Other Assets, net	198.4	0.0	0%	0.0	0%	
Net deferred Income tax Asset	-	-	50%	-	100%	
Total Assets	2,059.0	796.8	39%	1,168.5	57%	
(-) Professional Fees at 5%	(103.0)	(39.8)		(58.4)		
Total Distributable Value	1,956.1	757.0		1,110.1		
Revolver		73.5		73.5		
Receivables Securitization Facility		295.0		295.0		
Senior Notes		700.0		700.0		
Proceeds Available for Equity		0.0		41.7		
NPV of Equity		0.0		37.9		
Revolver Recovery Rate		100%		100%		
Receivables Securitization Facility		100%		100%		
Senior Notes		56%		100%		
Common Stock Implied Price		\$ -		\$ 0.41		
Current Price		\$ 1.60		\$ 1.60		
% Gain/Loss		-100%		-74%		
Source: Company filings.						

Waterfall:

Estimated Recovery (USDm)		
	LTM Adj EBITDA At 5-Year Average	NTM Adj EBITDA At 5-Year Average
Company Level	79	113
Valuation Multiple	7.0x	6.0x
Estimated Valuation	551	679
Claim Pool		
Senior Notes		
Senior Secured Revolver	18	18
Receivables Securitization Facility	295	295
Senior Notes	700	700
Less Cash	(23)	(23)
Total Debt Claims	990	990
Estimated Recovery		
Value Available to Revolver	551	679
Revolver Claim	18	18
Recovery for Revolver	100%	100%
Value Available to Receivables Securitization Facility	534	661
Receivables Securitization Facility Claim	295	295
Recovery for Receivables Securitization Facility	100%	100%
Value Available to Senior Notes	239	366
Senior Notes	700	700
Recovery for Senior Notes	34%	52%
Value Available for Equity	0	0
Implied Stock Price	\$0.00	\$0.00
Current Stock Price	\$1.60	\$1.60
% Upside/Downside	-100%	-100%

Trading Levels:

Historic Trading Multiples (USDm)								
		FY14	FY15	FY16	FY17	FY18	LTM	Average
TEV/LTM Total Revenue	Average	0.3x	0.3x	0.3x	0.3x	0.2x	0.2x	0.3x
	High	0.3x	0.3x	0.4x	0.4x	0.3x	0.2x	0.3x
	Low	0.2x	0.3x	0.3x	0.2x	0.2x	0.1x	0.2x
TEV/NTM Total Revenues	Average	0.3x	0.3x	0.3x	0.3x	0.2x	0.2x	0.3x
	High	0.3x	0.3x	0.4x	0.4x	0.3x	0.3x	0.3x
	Low	0.2x	0.3x	0.3x	0.2x	0.2x	0.1x	0.2x
TEV/LTM EBITDA	Average	8.1x	10.2x	6.0x	5.6x	5.5x	6.5x	7.0x
	High	12.7x	14.0x	7.0x	6.4x	6.1x	9.4x	9.3x
	Low	4.8x	6.4x	5.2x	4.7x	4.6x	4.6x	5.0x
TEV/NTM EBITDA	Average	7.0x	6.7x	5.6x	5.6x	5.5x	5.8x	6.0x
	High	8.4x	7.5x	6.5x	5.9x	5.9x	7.0x	6.9x
	Low	5.3x	5.6x	5.4x	4.8x	5.0x	5.5x	5.3x

Source: Factset

Stock Valuation (USDm)							
Metric:	TEV/LTM Total Revenue	TEV/NTM Total Revenue	TEV/NTM Total Revenue	TEV/LTM Adj EBITDA	TEV/LTM Adj EBITDA	TEV/NTM Adj EBITDA	TEV/NTM Adj EBITDA
Multiple Applied at:	5 Year Average	5 Year Average	Peer Average	5 Year Average	Peer Average	5 Year Average	Peer Average
Current Level	7,755	7,270	7,270	79	79	90	90
Selected Multiple	0.3x	0.3x	1.6x	7.0x	17.3x	6.0x	12.7x
Implied EV	1,965	1,912	11,642	551	1,365	542	1,142
Less: Net Debt	(990)	(990)	(990)	(990)	(990)	(990)	(990)
Implied Equity Value	975	922	10,652	0	375	0	152
Shares Outstanding (millions)	91	91	91	91	91	91	91
Implied Share Price	\$10.66	\$10.08	\$116.48	\$0.00	\$4.10	\$0.00	\$1.66
Current Share Price	\$ 1.60	\$ 1.60	\$ 1.60	\$ 1.60	\$ 1.60	\$ 1.60	\$ 1.60
% Upside/Downside	566%	530%	7180%	-100%	156%	-100%	4%

Comps:

COMPS, USD m															
Company	Enterprise Value	LTM EBITDA	NTME EBITDA	LTM EBITDA Multiple	NTME EBITDA Multiple	EBITDA Margin	LTM Revenue	NTME Revenue	LTM Revenue Multiple	NTME Revenue Multiple	Total Debt	Total Leverage	Net Debt	Net Leverage	
Lifeway Foods	39	2	-	15.9x	-	-	103	-	0.4x	-	6	-	3	1.1x	
Conagra Brands	25,007	1,563	2,085	16.0x	12.0x	22%	7,239	10,762	3.5x	2.3x	11,127	7.1x	10,845	6.9x	
Treehouse Foods	5,627	492	548	11.4x	10.3x	9%	5,631	5,406	1.0x	1.0x	2,289	4.7x	2,210	4.5x	
Hain Celestial	3,260	126	206	25.9x	15.8x	5%	2,363	2,264	1.4x	1.4x	751	6.0x	689	5.5x	
Peer average				17.3x	12.7x				1.6x	1.6x		7.1x		4.0x	
Dean Foods	1,137	79	90	14.4x	-	7%	7,755	7,270	0.1x	0.2x	1,013	12.8x	990	12.5x	

Source: Factset

Supplemental Info:

Fiscal Period Date Ended	Revenue Recognition															
	FY16 31-Dec	FY17 31-Dec	FY18 31-Dec	FY19E 31-Dec	1Q17 31-Mar	2Q17 30-Jun	3Q17 30-Sep	4Q17 31-Dec	1Q18 31-Mar	2Q18 30-Jun	3Q18 30-Sep	4Q18 31-Dec	1Q19 31-Mar	2Q19E 30-Jun	3Q19E 30-Sep	4Q19E 31-Dec
Fluid Milk	5,338.8	5,315.7	4,756.4	4,411.4	1,416.7	1,266.7	1,267.0	1,365.4	1,259.9	1,157.3	1,118.5	1,220.7	1,134.9	1,084.5	1,048.1	1,143.9
YoY Growth		0%	-11%	-7%					-11%	-9%	-12%	-11%	-10%	-6%	-6%	-6%
Ice Cream	1,041.2	1,108.0	1,077.0	1,032.4	255.4	325.0	307.3	220.3	239.6	321.0	303.7	212.7	225.2	309.4	292.8	205.0
YoY Growth		6%	-3%	-4%					-6%	-1%	-1%	-3%	-6%	-4%	-4%	-4%
Fresh Cream	359.4	388.5	397.2	407.2	87.9	92.9	99.9	107.8	92.0	99.8	99.8	105.7	96.4	102.3	101.1	107.4
YoY Growth		8%	2%	3%					5%	7%	0%	-2%	5%	3%	1%	2%
Extended Shelf Life and Other Dairy Products	230.8	196.4	189.9	184.1	48.1	46.6	47.4	54.2	45.2	46.2	44.4	54.1	43.6	44.9	42.9	52.7
YoY Growth		-15%	-3%	-3%					-6%	-1%	-6%	0%	-4%	-3%	-3%	-3%
Cultured	298.7	282.4	260.0	247.9	72.1	72.1	72.2	66.0	64.2	65.5	65.3	60.0	61.9	61.6	62.0	62.4
YoY Growth		-5%	-8%	-5%					-11%	-9%	-10%	-2%	-4%	-6%	-5%	-4%
Other Beverages	308.0	291.0	278.8	271.7	74.9	72.1	73.8	70.1	70.3	66.7	71.5	70.3	68.4	64.5	69.9	68.9
YoY Growth		-6%	-4%	-3%					-6%	-7%	-3%	0%	-3%	-3%	-2%	-2%
Other	116.7	114.9	123.1	105.6	27.2	27.8	33.6	26.3	32.3	30.8	32.6	27.4	18.9	28.5	31.6	26.6
YoY Growth		-2%	7%	-14%					19%	11%	11%	4%	-2%	-7%	-3%	-3%
Subtotal	7,693.6	7,696.8	7,082.1	6,660.1	1,982.3	1,903.1	1,901.3	1,910.2	1,803.2	1,787.1	1,735.5	1,755.6	1,649.1	1,695.6	1,648.2	1,666.7
YoY Growth		0%	-8%	-6%					-9%	-6%	-9%	-9%	-9%	-5%	-5%	-5%
Sales of excess raw materials	-	-	515.2	469.6	-	-	-	-	151.8	122.9	112.4	128.0	118.4	117.9	115.0	118.4
Sales of other bulk commodities	16.6	98.4	157.7	140.3	13.4	23.6	36.3	25.1	25.2	41.1	45.8	45.7	27.8	39.8	37.7	35.1
YoY Growth		492%	60%	-11%					88%	74%	26%	82%	10%	-3%	-18%	-23%
Total Net Sales	7,710.2	7,795.2	7,754.9	7,270.0	1,995.7	1,926.7	1,937.6	1,935.3	1,980.1	1,951.0	1,893.7	1,929.2	1,795.1	1,853.2	1,800.8	1,820.1
YoY Growth		1%	-1%	-6%	6%	4%	-1%	-4%	-1%	1%	-2%	0%	-9%	-5%	-5%	-6%

Fiscal Period Date Ended	Disaggregation Branded vs Private Label															
	FY16 31-Dec	FY17 31-Dec	FY18 31-Dec	FY19E 31-Dec	1Q17 31-Mar	2Q17 30-Jun	3Q17 30-Sep	4Q17 31-Dec	1Q18 31-Mar	2Q18 30-Jun	3Q18 30-Sep	4Q18 31-Dec	1Q19 31-Mar			
Branded Products	3,791.4	3,808.5	3,531.7	851.5	981.2	926.4	909.2	991.7	892.1	871.3	844.4	923.9	851.5			
YoY Growth		0%	-7%	-76%					-9%	-6%	-7%	-7%	-5%			
Private Label Products	3,902.1	3,888.1	3,550.7	797.8	1,001.0	976.8	992.1	918.2	911.4	916.0	891.4	831.9	797.8			
YoY Growth		0%	-9%	-78%					-9%	-6%	-10%	-9%	-12%			
Subtotal	7,693.6	7,696.6	7,082.3	1,648.5	1,982.3	1,903.1	1,901.3	1,909.9	1,803.4	1,787.2	1,735.7	1,755.7	1,649.2			
YoY Growth		0%	-8%	-77%					-9%	-6%	-9%	-8%	-9%			
Sales of Excess Raw Materials	-	-	515.2	118.4	-	-	-	-	151.8	122.9	112.4	128.0	118.4			
Sales of Other Bulk Commodities	16.6	98.4	157.7	27.8	13.4	23.6	36.3	25.1	25.2	41.1	45.8	45.7	27.8			
YoY Growth		492%	60%	-82%					88%	74%	26%	82%	10%			
Total Net Sales	7,710.2	7,795.0	7,755.1	1,793.9	1,995.7	1,926.7	1,937.6	1,935.0	1,980.3	1,951.1	1,893.9	1,929.3	1,795.3			
YoY Growth		1%	-1%	-77%					-1%	1%	-2%	0%	-9%			

Fiscal Period Date Ended	% of Net Sales															
	FY16 31-Dec	FY17 31-Dec	FY18 31-Dec	FY19E 31-Dec	1Q17 31-Mar	2Q17 30-Jun	3Q17 30-Sep	4Q17 31-Dec	1Q18 31-Mar	2Q18 30-Jun	3Q18 30-Sep	4Q18 31-Dec	1Q19 31-Mar			
Fluid Milk	69.4%	69.1%	67.2%	66.2%	71.5%	66.6%	66.6%	71.5%	69.9%	64.8%	64.4%	69.5%	68.8%			
Ice Cream	13.5%	14.4%	15.2%	15.5%	12.9%	17.1%	16.2%	11.5%	13.3%	18.0%	17.5%	12.1%	13.7%			
Fresh Cream	4.7%	5.0%	5.6%	6.1%	4.4%	4.9%	5.3%	5.6%	5.1%	5.6%	5.7%	6.0%	5.8%			
Extended Shelf Life and Other Dairy Products	3.0%	2.6%	2.7%	2.8%	2.4%	2.4%	2.5%	2.8%	2.5%	2.6%	2.6%	3.1%	2.6%			
Cultured	3.9%	3.7%	3.7%	3.7%	3.7%	3.6%	3.8%	3.5%	3.6%	3.7%	3.8%	3.7%	3.8%			
Other Beverages	4.0%	3.8%	3.9%	4.1%	3.8%	3.8%	3.9%	3.7%	3.9%	3.7%	4.1%	4.0%	4.1%			
Other	1.5%	1.5%	1.7%	1.6%	1.4%	1.5%	1.8%	1.4%	1.8%	1.7%	1.9%	1.6%	1.1%			
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%			

Fiscal Period Date Ended	Working Capital															
	FY16 31-Dec	FY17 31-Dec	FY18 31-Dec	1Q16 31-Mar	2Q16 30-Jun	3Q16 30-Sep	4Q16 31-Dec	1Q17 31-Mar	2Q17 30-Jun	3Q17 30-Sep	4Q17 31-Dec	1Q18 31-Mar	2Q18 30-Jun	3Q18 30-Sep	4Q18 31-Dec	1Q19 31-Mar
Net Sales	7,710.2	7,795.0	7,755.3	1,878.8	1,848.8	1,964.6	2,018.0	1,995.7	1,926.7	1,937.6	1,935.0	1,980.5	1,951.2	1,894.1	1,929.5	1,795.4
% inc/(dec) YoY																
Inventories, net	284.5	278.1	255.5	269.4	265.4	261.6	284.5	290.9	287.2	281.1	278.1	287.2	276.7	262.2	255.5	290.4
% inc/(dec) YoY		-2%	-8%					8.0%	8.2%	7.4%	-2.3%	-1.3%	-3.7%	-6.7%	-8.1%	1.1%
Accounts Receivable	669.2	675.8	589.3	598.3	589.4	643.3	669.2	646.6	601.9	673.5	675.8	637.3	593.2	612.3	589.3	577.2
Accounts Payable	707.0	671.1	699.7	637.2	642.2	681.4	707.0	684.5	655.3	648.3	671.1	625.2	642.5	644.4	699.7	670.0
Inventory as % of sales	3.7%	3.6%	3.3%	14.3%	14.4%	13.3%	14.1%	14.6%	14.9%	14.5%	14.4%	14.5%	14.2%	13.8%	13.2%	16.2%
Payables as % of inventory	248.5%	241.3%	273.9%	236.5%	242.0%	260.4%	248.5%	235.3%	228.2%	230.7%	241.3%	217.7%	232.2%	245.8%	273.9%	230.7%
Receivables as % of sales	8.7%	8.7%	7.6%	31.8%	31.9%	32.7%	33.2%	32.4%	31.2%	34.8%	34.9%	32.2%	30.4%	32.3%	30.5%	32.2%

TOP INSTITUTIONAL EQUITY HOLDERS			
Holder	Position	% Out	File date
Blackrock Inc	14,277,006	15.6%	31-Dec-18
Vanguard Group Inc	9,503,859	10.4%	29-Jun-18
VV Value Vals AG	9,500,000	10.4%	18-Mar-19
Dimensional Fund Advisors	7,595,637	8.3%	31-Mar-19
Morgan Stanley	4,703,018	5.1%	3-May-18
LSV Asset Management	3,646,719	4.0%	31-Mar-19
Citadel Advisors	2,638,429	2.9%	31-Mar-19
State Street Corp	2,540,931	2.8%	31-Mar-19
Prudential Financial Inc	1,892,209	2.1%	30-Apr-19
Smith Graham & Co Investment	1,866,920	2.0%	31-Mar-19
Total	58,164,728	63.6%	

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