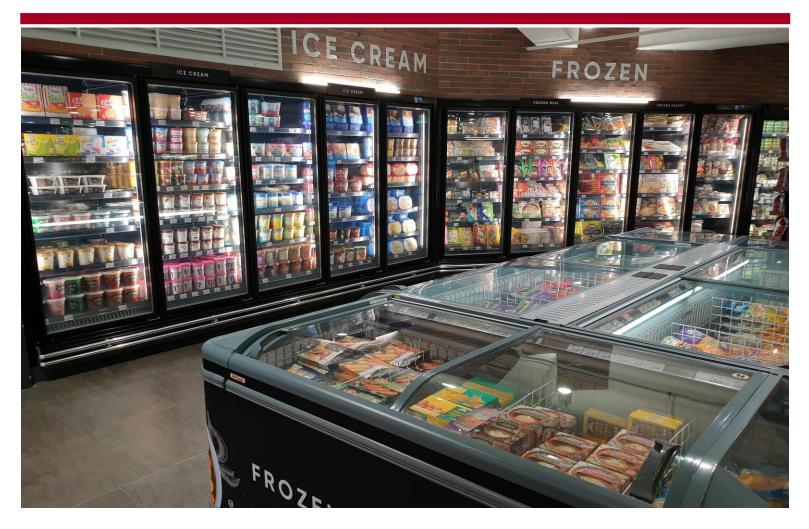
2025 Industry Update Frozen Food





United States Frozen Food Industry Update

Executive Summary

Once defined by a convenience-first strategy, the frozen foods industry is undergoing a broad repositioning. Consumers are increasingly prioritizing clean-label, nutrient-dense diets, prompting industry leaders and emerging brands to innovate.

As food inflation and economic pressures have reshaped consumer behavior, frozen foods are becoming a cheaper alternative to dining out or buying fresh ingredients. With extended shelf life and reduced food waste, the category appeals to consumers looking for value without compromising quality, health, or taste.

The industry's transformation has also attracted significant activity in the M&A space. Strategic buyers and private equity firms are increasingly investing in frozen food brands that show potential innovation and scale. These deals not only help larger players diversify their portfolio and accelerate growth but also provide emerging brands with capital and distribution support needed to expand within the competitive market.

Looking ahead, the industry is forecasted to maintain strong momentum, with a projected CAGR of 3.6% from 2025-2030 in the United States. While challenges such as rising input costs and dependence on global supply chains persist, frozen food producers are responding with domestic sourcing strategies, sustainability initiatives, and continuous product innovation. These efforts are positioning frozen foods as a resilient and forward-looking pillar of the food and beverage landscape.

Industry Overview

The U.S. frozen food market has evolved into a \$91.3 billion industry¹—this evolution has been driven by shifting consumer preferences, supply chain adaptations, and technological advancements. From 2020 to 2025, the industry experienced a steady compound annual growth rate (CAGR) of 2.9%.

Product Segmentation within the industry reveals a strong emphasis on convenience and health. Frozen prepared meals and entrées account for the largest portion of the market at 31.7%, underscoring consumer interest in time-saving meal solutions. Frozen meats and seafoods follow at 29.1%, reflecting the desire for proteins with long shelf-lives. Desserts account for 20% of the market. The remaining 19.2% is comprised of subcategories such as vegetables, appetizers, baked goods, and fruits.

Notable players in the U.S. frozen food market include Nestlé, General Mills, Tyson Foods, Conagra Brands, McCain Foods, The Kraft Heinz Company, and Schwan's Company². However, a large majority of the frozen food industry is composed of a diverse mix of smaller companies, private labels, and emerging brands.

¹ Circana, Total US-MULOC, 52 Wk Dollar Sales: <u>The Future of Frozen Food 2025</u> ²GVR Research: <u>U.S. Frozen Food Market Size & Trends</u>

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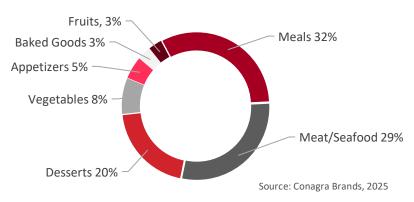
Executive Summary Industry Overview Drivers and Themes Growth Opportunities Challenges Conclusion Appendix: Recent Deal Activity Tully & Holland Experience

About Tully & Holland

Tully & Holland is a leading Bostonbased investment banking advisory firm offering highly customized M&A and corporate advisory to consumer product companies in the US and abroad. Founded in 1992, our seasoned team brings decades of extensive industry and investment banking expertise and the proven ability to successfully complete deals on behalf of our clients.

Tully & Holland, Inc.

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Frozen Food Product Segmentation

Drivers and Themes

The frozen food industry is undergoing a dynamic shift as consumer priorities and fast-paced lifestyles fuel demand for healthier, more convenient options. Once considered a last resort, frozen foods are emerging as a legitimate dining option. This transition mirrors broader cultural movements towards healthier living and more mindful consumption. Below are some of the key industry and product trends shaping the future of frozen food.

Industry Trends

Consumer Demand for Convenience	 Modern lifestyles continue to shift toward time-saving solutions, particularly for working professionals and dual-income households. Frozen foods provide a practical alternative to time-intensive meal preparation, offering consumers flexibility in meal planning and reduced food waste due to their extended shelf life. As daily routines become more fast-paced, convenient frozen options are increasingly viewed as essential pantry staples rather than backup meals. 		
Health and Wellness	 The frozen foods category is distancing itself from its long-held reputation of being overly processed and nutritionally lacking. Brands that offer high-protein, low sodium, gluten-free, and whole grain options have seen increased utility in consumer decision making. Parents are increasingly seeking healthier, easy-to- prepare frozen meals for children, emphasizing clean ingredients, added nutrition, and convenience for busy households. The shift reflects a broader cultural movement toward health and nutritional awareness, pressuring brands to reformulate legacy products and introduce wellness-driven alternatives. 		
Technological Advancements	 Improvements in flash-freezing and cryogenic technology have enhanced texture and flavor retention, narrowing the quality gap between frozen and fresh food. At-home appliance trends, including the rise of air fryers, have further enhanced the appeal of frozen goods. Packaging innovations, such as the steam-in-bag 		

	vegetables and resealable trays, also support consumer demands for convenience
	and sustainability, while reducing food spoilage and improving ease of use.
	• With rising grocery costs and uncertain economic conditions, consumers are
Inflationary	gravitating toward cost-effective meal solutions. Frozen produce offers year-
Pressure and	round availability at lower prices than fresh alternatives. In addition, frozen meals
Economic Trade- offs	are often seen as a healthier, more affordable substitute for takeout or restaurant
UIIS	dining, particularly as premium frozen options become more available.

Source(s): IBIS, Tully & Holland Research

Product Trends

	 Consumers are increasingly adventurous in their food choices, seeking 				
	international flavors and culturally diverse meals. This rise in ethnic cuisines is				
	largely in part due to younger generations' interest in global and spicy foods.				
	Indian, Japanese, Chinese, and Cajun cuisines are the fastest growing frozen				
	entrées nationally. Frozen foods offer a unique				
Dominance of	platform for brands to introduce authentic global				
Global Meals and	cuisines in accessible formats. However, these				
Flavors	offerings require careful ingredient sourcing and				
	recipe development to meet authentic				
	standards. Rising tariffs on imported ingredients				
	may challenge the economics of these premium (Trader Joe's Top Seller Mandarin Orange Chicken)				
	offerings, potentially limiting consumer access or forcing price increases.				
	Shifting consumer preferences are shaping the frozen dessert				
	industry. Consumers seek desserts with added health benefits				
	such as low sugar, low fat, and high protein contents. They are				
Dessert	also purchasing more easily digestible A2 Dairy offerings, such				
Innovation	as Alec's Ice Cream (pictured). This illustrates the expansion of				
	healthy lifestyle trends into traditional "guilty pleasure"				
	categories. Industry players may find robust growth opportunities through				
	promoting healthier dessert options.				
	As plant-based diets become more mainstream, major				
	frozen food brands are investing in vegan and vegetarian				
	product lines. Products such as Gardein (pictured) and				
Plant-Based	Beyond Meat are now household names, with meatless				
Product	alternatives entering nearly every frozen food category.				
Expansion	This trend aligns sustainability with health priorities,				
	appealing to both strict vegetarians and flexitarians seeking				
	to reduce meat consumption without sacrificing flavor.				

Once considered a budget meal, frozen pizza has evolved into a diversified, premium category. Manufacturers are introducing gourmet offerings that include cauliflower crusts, artisanal toppings, and globally inspired flavor profiles. New formats like Detroit-style, deep dish, and stuffed crust aim to deliver restaurant-quality experiences at home. These innovations are positioning frozen pizza as a viable alternative to fast food or delivery, especially among budget-conscious, quality-seeking consumers.

Source(s): Conagra Brands, IBIS, Stellar Market Research, Tully & Holland Research

Growth Opportunities within the Frozen Food Industry

New Distribution Channels

Growth in e-commerce and direct-to-consumer (DTC) models are opening new doors for frozen food brands. As logistics improve and consumer confidence with online grocery shopping increases, digital channels are becoming more viable paths to scale. Subscription models and meal kits also present new avenues for consumer consumption outside of traditional retail.

Private Label Expansion

Retailers are increasingly investing in private label frozen foods as a means of offering quality products at lower prices. This trend presents growth opportunities for co-manufacturers and ingredient suppliers, while also pressuring national brands to differentiate through innovation and marketing. For well-positioned players, partnering with retailers on private label development can offer stable volume growth and expanded shelf presence.

Export Potential and Global Markets

With frozen foods gaining global popularity, U.S. brands have a clear opportunity to expand internationally. High-quality U.S. frozen products, especially those aligned with health trends or American cuisine, are increasingly appealing to international consumers. Export-oriented growth strategies can help mitigate domestic saturation and broaden revenue streams.

Challenges in the Frozen Food Industry

Intensifying Competition for Prominent Freezer Space

With limited aisle real estate and high operational costs for refrigerated displays, competition for prominent freezer space is intense. As more brands and SKUs enter the market, retailers are increasingly selective. They prioritize high-turnover, high-margin products. Emerging brands struggle for visibility, while established players must constantly innovate to maintain their positions.



Supply Chain Volatility

The frozen food category is especially vulnerable to disruptions in supply chain logistics, ingredient availability, and international sourcing. Delays or inconsistencies in refrigerated transport can lead to quality degradation or inventory losses. Additionally, labor shortages and geopolitical uncertainty continue to challenge the stability and efficiency of frozen food supply networks.

Conclusion

As brands pivot to meet demand for clean-label ingredients, global flavors, and sustainable practices, the frozen food industry is redefining its role in the modern pantry. Meanwhile, heightened M&A interest showcases the market's untapped potential, particularly for brands that bring scalable and innovative products. In a space defined by transformation, companies that align health-conscious offerings with operational agility are well-positioned to thrive. At Tully & Holland, we have more than three decades of experience advising, serving, and advocating for consumer businesses. We welcome the opportunity to discuss your interest in the evolving frozen food sector and explore how we can support your next business move.



Appendix: Select Frozen Food Transactions (Values Provided Where Available)

5/16/2025 5/3/2025 4/22/2025	Daily Harvest			
5/3/2025 4/22/2025	Daily Harvest	Chobani, Healthcare of Ontario Pension Plan		
4/22/2025	Gusto Sorrento	IDAK Food Group, TowerBrook Capital Partners	-	-
	Ipsa Provisions	Feast & Fettle	-	_
4/17/2025	Couto & Brandao - Produtos Alimentares	Panike	-	-
4/2/2025	Sveltic	What's Cooking Group	\$31	0.5x
2/27/2025	Barba Stathis	IDEAL Holdings	\$135	-
2/17/2025	Blackbird Foods	Ahimsa Companies	-	-
2/12/2025	AllPlants	Ella Mills	-	_
1/8/2025	Ysco Belgium	Afendis Capital Partners, Davidson Kempner Capital Management, Gelato d'Italia	-	-
1/7/2025	Nardone Brothers Baking Company	Entrepreneurial Equity Partners, Murry's	-	-
12/29/2024	Casa Di Bertacchi	Premium Brands Holding	-	-
12/23/2024	aROMA Global 3	Prosperus Invest	\$11	-
12/18/2024	Picard Surgelés	Invest Group Zouari	-	-
11/29/2024	European Convenience Food	LDC	-	-
11/26/2024	Smith Frozen Foods	Lakeside foods	<u>-</u>	-
11/26/2024	Gelit	Orange Capital Development	-	-
11/11/2024	Branding Iron Holdings	Kingswood Capital Management	<u>-</u>	-
10/29/2024	Summit Foods	Kepak	-	-
10/17/2024	Double B Foods	The Anderson Group	<u>-</u>	-
10/10/2024	Unilever Russia	ARNEST	\$576	1.0x
10/3/2024	Mademoiselle Desserts	Emmi (Switzerland)	\$1,000	1.07
10/1/2024	SmithFoods	Prairie Farms (Animal Husbandry)	-	-
9/3/2024	Miracapo Pizza Company	Brynwood Partners	-	
7/31/2024	Vita Res	RAUCH (Austria)	-	_
7/26/2024	Forno d'Asolo	Investindustrial, Sammontana	\$1,191	
6/28/2024	So Mochi	Boncolac, Waterland Private Equity Investments	- -	
6/27/2024	Маро	AB Mauri Italy	_	_
6/21/2024	Vitacuire	Altis Capital	-	-
6/17/2024	Fandicosta	WOFCO	-	_
6/10/2024	Northern Bloc	BFS Group, Bid	-	-
6/4/2024	Tipiak	Terrena	_	
5/17/2024	Chalet Desserts	Encore Consumer Capital	-	-
5/2/2024	Groupe Saint Aubin	Antilles Glaces	_	-
4/26/2024	Tofutown	VFC (Food Products)	-	-
4/22/2024	Crispy Edge	Lulu Restaurant Group	_	-
4/22/2024 4/18/2024	Crème de la Crème (Food Products)	Greenyard	-	-
4/18/2024 4/11/2024	Strong Roots	McCain Foods	\$56	-
3/1/2024	Biebelhausener Mühle	BOELS & Partner		-
3/1/2024 3/1/2024	Dewi Back	Europastry, MCH Private Equity	-	-
2/21/2024	Vood	Mama's Maaltijden	-	-
2/21/2024 2/16/2024	Gelati Pepino	Eurofood	_	-
2/16/2024 2/12/2024	Good Chef	Freasy, PMH Investments	-	-
	ProPizza	Margherita (Food Products), NORD Holding	-	-
2/7/2024			-	-
2/5/2024 2/5/2024	SK Chilled Foods Gelati Giuntoli	PAI Partners, The Compleat Food Group Afendis Capital Partners, Davidson Kempner Capital	\$2	-
		Management, Gelato d'Italia		
1/10/2024 1/9/2024	Food Union Group HKScan Sweden	PAG Lantmännen	- \$66	-

Date Closed	Target/Issuer	Buyers/Investors	Total Transaction Value (\$M)	EV/Revenue
1/4/2024	Les Délices de Saint-Léonard	LDC Company	-	-
1/1/2024	Lucia's Pizza	Salutare Foods	-	-
12/31/2023	Calfrost	Three Bears (Food Products)	-	-
12/1/2023	MorningStar Farms	Kellanova	-	-
11/30/2023	Mini Melts	Altamont Capital Partners, Capital Southwest, Main Street Capital	-	-
11/9/2023	Saugatuck Kitchens	Catalina Finer Foods, Farragut Capital Partners, Gemini Investors	-	-
10/3/2023	Edward Marc Chocolatier	Promise Holdings	-	-
8/28/2023	Superior Foods	DEG, Viru	-	-
7/19/2023	Zuma Valley	Arceau Capital, Daughters Capital, Erewhon Market, Stripes	-	-
7/2/2023	Murry's	Entrepreneurial Equity Partners	-	-
6/22/2023	Alaska Seafood Company	Tlingit Haida	-	-
6/20/2023	Mydibel	Clarebout	-	-
6/19/2023	Lucky Foods	Daesang	\$30	-
6/2/2023	Aphrodite Divine Confections	Johnson Bros. Bakery Supply	-	-
5/30/2023	GoodLife Foods (Breda)	IK Partners	-	-
5/23/2023	GiGi Gelato	Greenyard	-	-
5/22/2023	Coolback (Germany)	3i Group, Dutch Bakery	-	-
5/16/2023	Anglia Crown	BonCulina	-	-
4/24/2023	Savannah Food Company	Lake Pacific Partners	-	-
4/14/2023	General Assembly Pizza (Frozen Pizza Business)	Piano Piano	-	-
3/28/2023	Galileo Lebensmittel	Oetker Group	-	-
3/27/2023	Marsan Foods	Rothbury Farms	-	-
3/27/2023	Kerry Group (Sweet Ingredients Portfolio)	Advent International, IRCA (Food and Beverage)	\$534	-
3/7/2023	Italgelato	Italpizza	-	-
2/15/2023	La Compagnie des Desserts	PAI Partners	-	-
2/13/2023	Dallatte Italia	Bella Dispensa	\$1	1.0x
1/31/2023	D.L.Lee & Sons	CFT Capital Partners, Stampede Culinary Partners, Wynnchurch Capital	-	-
1/23/2023	Wells Enterprises	Ferrero International	-	-
1/4/2023	Red's All Natural	Bansk Group, Constitution Capital Partners, Stellus Capital Management	-	-
1/4/2023	Mariner Gelato	Gresham House, Northern Bloc, Santander UK	-	-
1/1/2023	Nordis	Trzy Niedźwiedzie	-	-
1/1/2023	Tillamook	RJF Capital Advisors	-	-
12/30/2022	Ab Korv-Görans Kebab	Atria (Food Products)	\$5	0.2x
12/22/2022	Titan Frozen Fruit	Vestar Capital Partners, Windhover Capital	-	-
12/15/2022	SmartPrice Sales & Marketing	BlackRock, Committed Advisors, CREO Capital Partners, Insignia International, Kline Hill Partners, PineBridge Investments	-	-
11/11/2022	Gelato d'Italia	Afendis Capital Partners, Davidson Kempner Capital Management	-	_
11/8/2022	Ginger Beef	Leung & Son Holdings	-	-
10/26/2022	Campos Foods	Gold Creek Foods	-	-
10/26/2022	Mantua Surgelati	Italpizza	\$59	-
10/3/2022	Richetti	Green Arrow Capital	-	-
10/2/2022	Culinary International	Ruiz Foods	-	-
9/8/2022	Scelta Products	McCain Foods	-	-
8/30/2022	Pernigotti	JP Morgan Asset Management	\$66	14.4x
7/20/2022	Foodbox Scandinavia	Fuud	\$2	1.1x
7/11/2022	Ortika Frozen Foods	Agama Trade	-	-



Date Closed	Target/Issuer	Buyers/Investors	Total Transaction Value (\$M)	EV/Revenue
c /0.0 /8	· · ·	Caisse de dépôt et placement du Québec, Fonds de	1	
6/30/2022	Nortera	solidarite FTQ	\$663	1.0x
6/22/2022	TNT Crust	General Mills (Food Products)	\$253	2.5x
6/21/2022	Dippin' Dots	J&J Snack Foods	\$224	-
6/16/2022	Dorot Gardens	Diplomat Holdings	\$23	1.0x
6/1/2022	Kettle Cuisine	L Catterton	-	-
5/7/2022	Cobral	Traiteur de Paris, Unexo	-	-
5/6/2022	Breizon	Mericq	-	-
5/5/2022	Growers Express (Frozen Vegetable Manufacturing Operations)	B&G Foods	\$27	-
5/2/2022	Mighty Plants	Veji Holdings	\$3	-
4/5/2022	Lacka Foods	Weetabix	\$32	0.9x
3/10/2022	Caesar's Kitchen	Vastri	-	-
1/18/2022	Funky Fresh Spring Rolls	Palermo Villa	-	-
1/13/2022	Mercer Foods	Entrepreneurial Equity Partners, Mubadala Investment Company, Thrive Foods	-	-
1/6/2022	Kisko Products	Clearspring Capital Partners, Regal Confections	-	-
1/2/2022	Fresh Five* Premiumfood	Followfood	-	-
1/1/2022	Adventure Food	BNP Paribas Développement, Bpifrance, Falières Nutrition, IdiCo, Omnes Capital	-	-
1/1/2022	ByRuby	Charlie Bigham's	-	-
12/31/2021	Ziegenfelder	Armstrong Group	-	-
12/30/2021	Steven Roberts Original Desserts	Bain Capital, Dessert Holdings, Ergo Partners	-	-
12/21/2021	Frial (Food Products)	Groupe Le Duff	-	-
12/1/2021	Casper's Ice Cream	MidOcean Partners	-	-
11/26/2021	Zakład Przetwórstwa Spożywczego Maków	Orskov Foods	-	-
11/5/2021	Saxon Foods	Tuber Group	-	-
11/4/2021	Pizzas Artesanas Villalbilla	Estacion De Servicio Villalba	-	-
10/14/2021	Raymond O'Neill & Son Fisheries	ACON Investments, Northern Wind	-	-
9/30/2021	Fortenova Group (Frozen Food Business)	Nomad Foods (Food Products)	\$754	2.3x
9/30/2021	LEDO Plus	Nomad Foods (Food Products)	-	-
9/28/2021	Cher-Make Sausage	Lakeside foods	-	-
9/8/2021	Rina Europe	La Lorraine Bakery Group	-	-
8/30/2021	B&G Foods (Portland Operations)	Institute for Digital Engineering and Life Sciences	-	-
8/20/2021	Holy Napoli Pizza	Bond Bakery Brands	-	-
8/1/2021	Sanday's Bakeries	Mandaat	-	-
7/8/2021	3 Kaveria	Sentica Partners	-	-
7/2/2021	Eichetti	Rübezahl Schokoladen	-	-
6/21/2021	Royal Ridge Fruits	Arable Capital Partners	\$75	-
6/21/2021	Salpa Group	CP Advisors, Equinox (Luxembourg)	\$92	2.2x
6/7/2021	Dessert Holdings	Bain Capital, Ergo Partners	-	-
6/1/2021	Geia Food	Triton Partners	\$8	0.0x
5/28/2021	Southeastern Meats	Borgman Capital	-	-
5/26/2021	Ghiottelli	Aksia Group, CP Advisors, Valpizza	-	-
5/14/2021	New Mexico Food Distributors	Tattooed Chef	\$34	-
4/5/2021	De Wafelbakkers	Brynwood Partners	-	-
3/6/2021	Abergavenny Fine Foods	EMERAM, Frostkrone	\$50	-
2/26/2021	Vivartia	CVC Capital Partners	\$726	-
1/21/2021	Dr. Praeger's Sensible Foods	Constitution Capital Partners, Vestar Capital Partners, Wheelhouse 360	-	-

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Our Focus



- Food Manufacturers & Distributors
- Food Service Manufacturers & Distributors
- Specialty Foods
- Frozen Foods
- Beverages Manufacturers
- Seafood



Multi-Channel Merchants

E-commerce

Specialty Retailers

Direct Marketers

Catalogers

- Consumer Discretionary
- Health & Beauty
- Home Décor
- Sports & Leisure
- Toys, Gifts & Collectibles
- Travel
- Arts & Crafts



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Sales & Divestitures	Acquisition Advisory	Financings	Valuations
SalesMergersRecapitalizationsDivestitures	 Strategic Planning Prospect Search Valuation Negotiation 	 Equity Growth Capital Senior Debt Financing Bridge Financing Mezzanine Financing 	 Business Valuation Strategic Consulting Related to Growth and Capital Planning