



**Food & Consumer
M&A Update
Q2 2026**

Food & Consumer M&A Update Q2 2026

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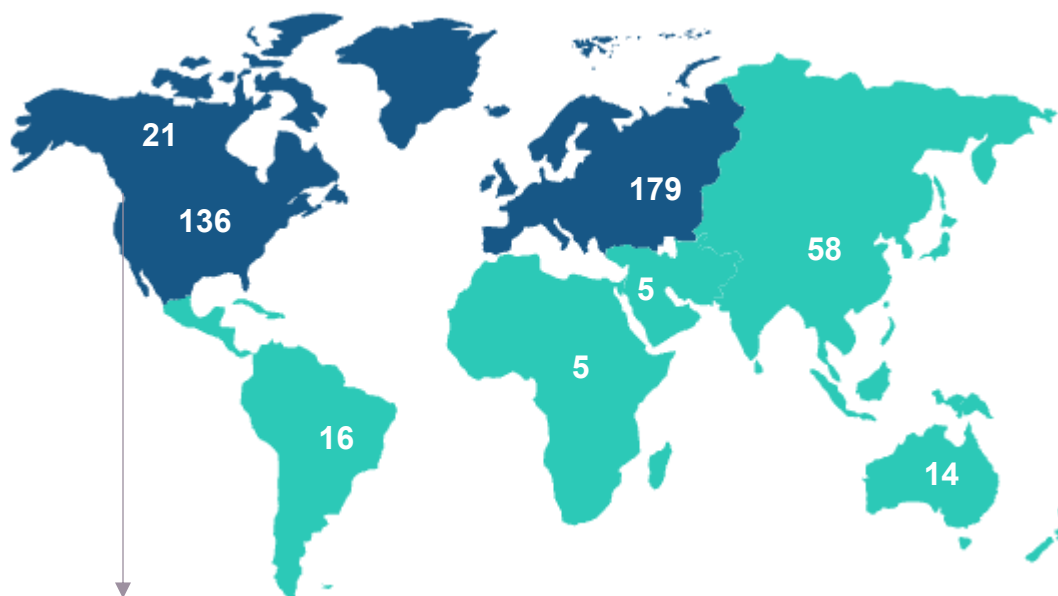
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REPORT HIGHLIGHTS

- In Q2, the S&P Food & Beverage Select Industry Index increased by 1.6%, underperforming the S&P 500 which increased 14.0% over the same period.
- The median EV/EBITDA multiple for reported private equity deals in the Food & Consumer sector increased to 12.9x in 1H 2026 from 10.8x in 2025, and increased for strategic deals to 11.2x from 8.5x in the prior year.
- M&A deal volume in the sector decreased 11.6% in Q2 to 434 deals from 491 in Q1, and decreased 8.4% from 474 deals in Q2 of the prior year.
- Europe was the most active region in Q2 with 179 deals. Most notably in Europe was Vandemoortele's \$1.08 billion acquisition of Delifrance, a global supplier of baked products to both the foodservice and retail channels.
- Total capital invested in M&A transactions decreased 7.0% in Q2 to \$46.7B from \$50.2B in Q1 2026, primarily due to an 11.6% decrease in deal volume coupled with a shift in mix to smaller sized deals.



Of the 434 deals in the Food & Consumer sector in Q2, Europe was the most active region with 179 transactions. A notable European deal (in addition to the Delifrance deal mentioned on the previous page) was Fiduciary's \$382.1 million buyout of Perrigo Company, an Ireland-based manufacturer of dermocosmetic products. North America was the second most active with 157 transactions, and all other regions combined for a total of 98 deals.



Canada: 21

United States: 136

West Coast: 33

Great Lakes: 20

Mid Atlantic: 19

Southeast: 17

Others: 47

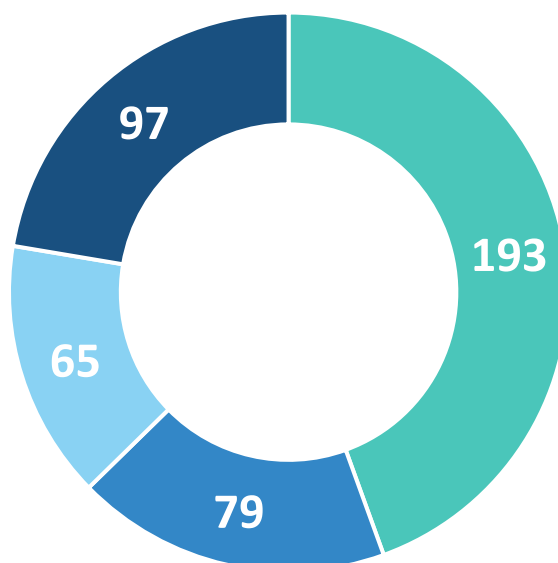
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In the U.S., the West Coast region was the most active in Q2 with 33 deals, followed by the Great Lakes with 20. A notable deal in the West Coast was Unilever's \$1.2 billion acquisition of Grun's, an Oregon-based manufacturer of nutrition gummy products. The Mid Atlantic and Southeast regions saw 19 and 17 closed transactions, respectively, and all other U.S. regions combined for a total of 47 completed deals.

In Canada, 21 transactions closed in Q2, including Healthmark Services' \$13.5 million acquisition of PharmaSystems, a Montreal-based distributor of consumer-packaged goods.

Of the 434 Food & Consumer deals in Q2, 193 deals were in the Food Products subsector, making it the most active from an M&A volume standpoint. The Beverage and Wholesale & Distributor subsectors saw 79 and 65 closed transactions, respectively, while all other subsectors combined for 97 deals during the quarter.

Food & Consumer M&A Volume by Subsector



Food
Products



Wholesale & Distributor



Beverage



Other

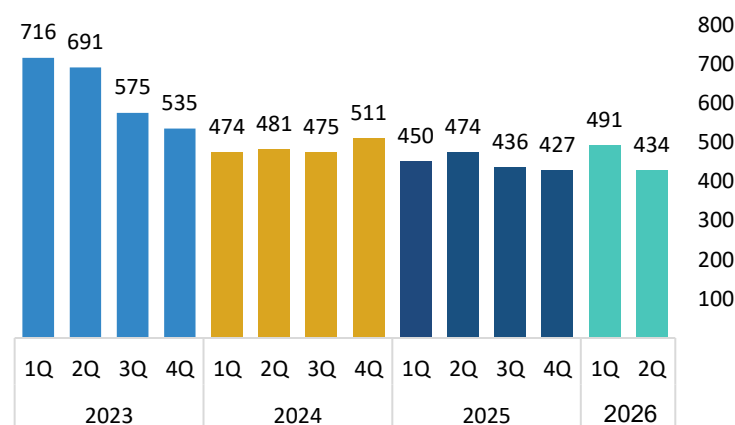


Deal volume in the Food & Consumer sector decreased 11.6% in Q2 to 434 deals from 491 in Q1, and decreased 8.4% from 474 deals in Q2 of the prior year. Despite the pullback from Q1's five-quarter high, Q2 volume remains consistent with the broader stable range in Food & Consumer M&A activity, reflecting continued demand for better-for-you, premium, and functional products, ongoing portfolio optimization by strategics, and sustained private equity investment in branded and differentiated consumer platforms.

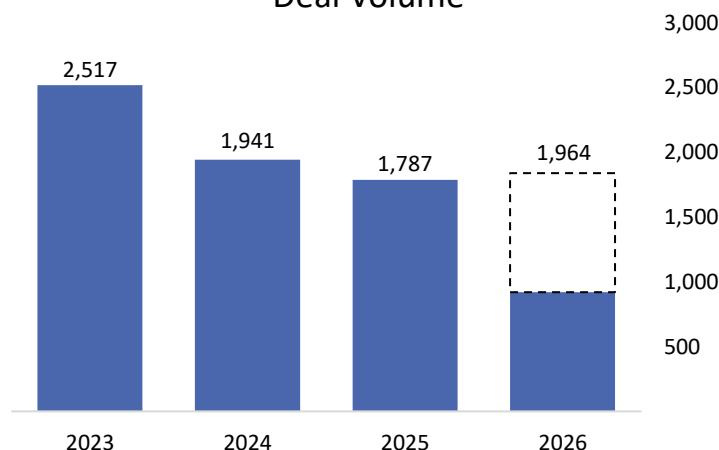
Based on 1H activity, annual deal volume is on pace to increase 9.9% to 1,964 deals in 2026 from 1,787 in 2025. We attribute this projected increase in 2026 deal activity to improving macroeconomic visibility, including stabilizing inflation and improving GDP growth, which are supporting buyer confidence and access to capital. However, escalating geopolitical tensions, including the ongoing conflict in Iran, has caused volatility in energy markets and capital flows which may cause buyers to adopt a more cautious approach to M&A going forward.

Total capital invested in M&A deals in the Food & Consumer sector decreased 7.0% in Q2 to \$46.7B from \$50.2B in Q1, and increased 253.8% from \$13.2B in Q2 of the prior year. The elevated Q1 figure was primarily due to Keurig Dr Pepper's \$18.4 billion acquisition of JDE Peet's. Comparatively, Q2 2026 activity was driven by Sysco's \$29.1 billion acquisition of Restaurant Depot, alongside a broader mix of mid-sized deals.

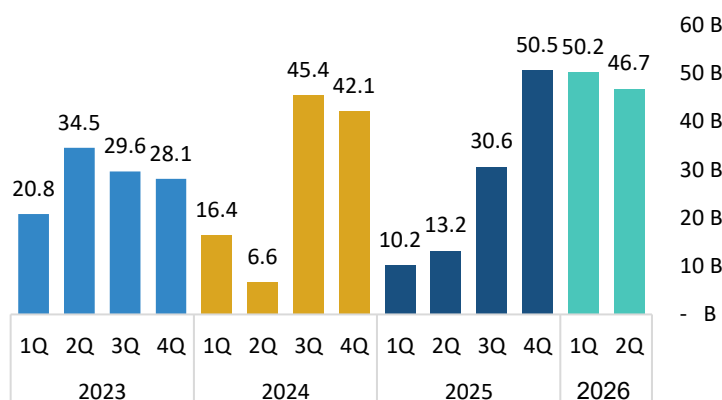
Deal Volume



Deal Volume



Total Capital Invested

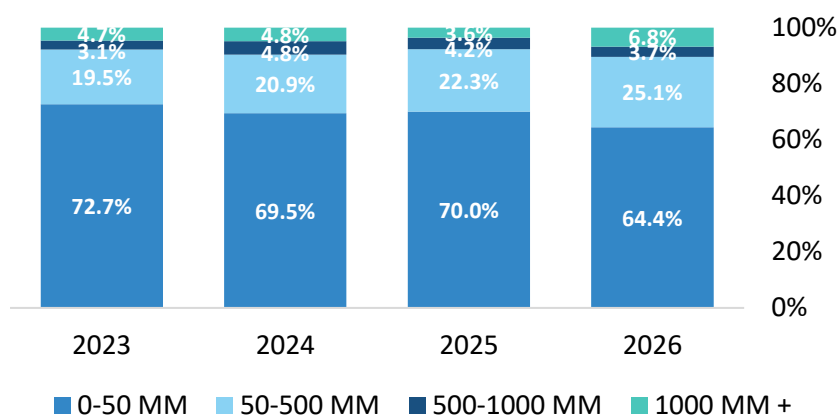


In 1H, we generally saw a shift in mix towards larger-sized deals from the prior year, specifically in the large cap market (\$1000+ MM) and the middle market (\$50 - \$500 MM), which increased to 6.8% and 25.1% from 3.6% and 22.3% in 2025, respectively. The upper middle (\$500 - \$1000 MM) and lower middle (\$0 - \$50 MM) tranches of the market saw decreases to 3.7% and 64.4%, respectively, from 4.2% and 70.0% in 2025.

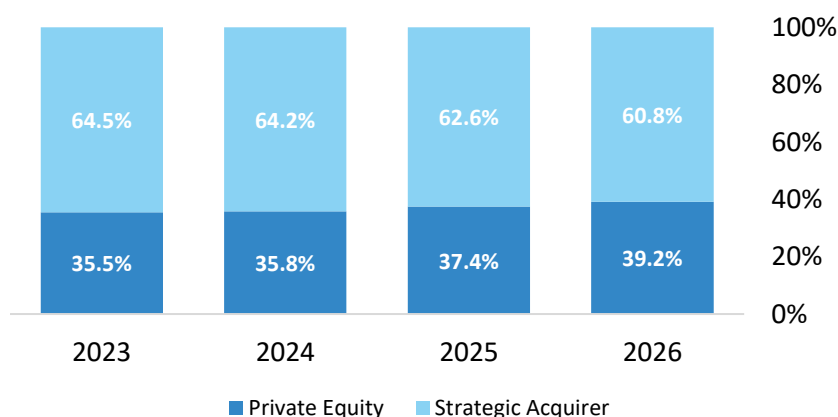
As a % of total deal volume, PE buyers trended higher in 1H relative to strategic buyers, representing 39.2% of deal volume in the sector compared to 37.4% in 2025. Private equity's share of total M&A volume has consistently increased each year since 2023, driven by growing sponsor appetite for the sector's recession-resistant nature. This sustained interest also reflects the substantial amount of dry powder still available for deployment, along with continued conviction that defensive, consumer-facing categories offer more stable cash flow profiles amid a still-uncertain macroeconomic backdrop.

Despite PE's share of deal volume increasing to its highest level in five years, total capital invested by PE investors (as a % of overall capital invested) decreased to 12.8% in 1H from 14.6% in 2025. 1H 2026 marks a continuation in the trend of strategic acquirers investing more capital in M&A transactions than PE buyers in the sector. Large strategic acquisitions, such as Sysco's \$29.1 billion acquisition of Restaurant Depot, demonstrate robust interest from large strategic buyers seeking growth opportunities in the sector.

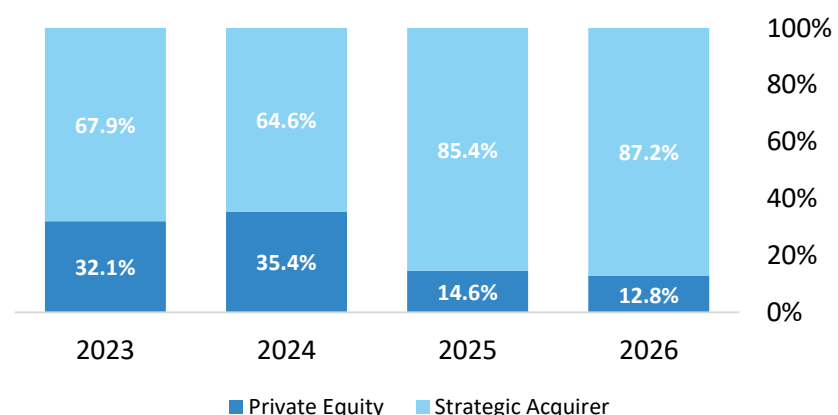
Deal Volume by Deal Size



Deal Volume by Acquirer



Total Capital Invested by Acquirer

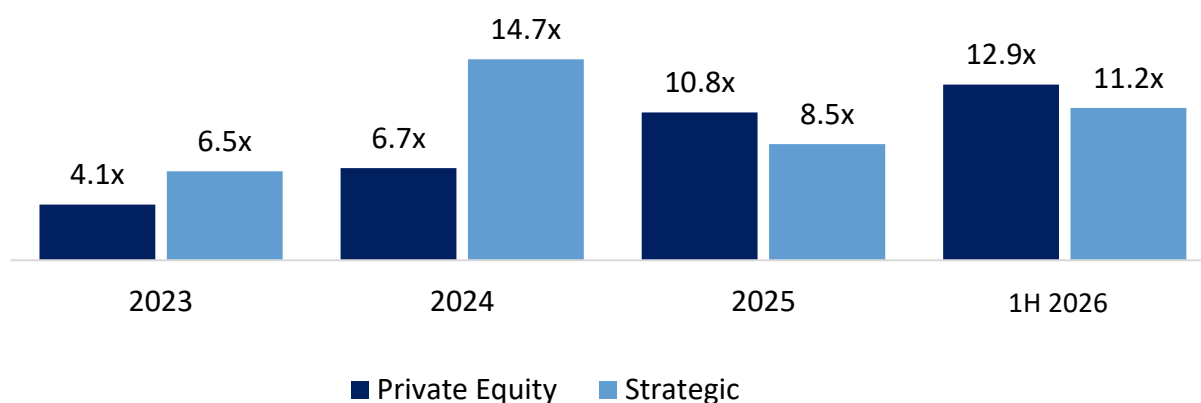


The median EV/EBITDA multiple for reported private equity deals in the Food & Consumer sector increased to 12.9x in 1H 2026 from 10.8x in 2025, and increased for strategic deals to 11.2x from 8.5x in the prior year.

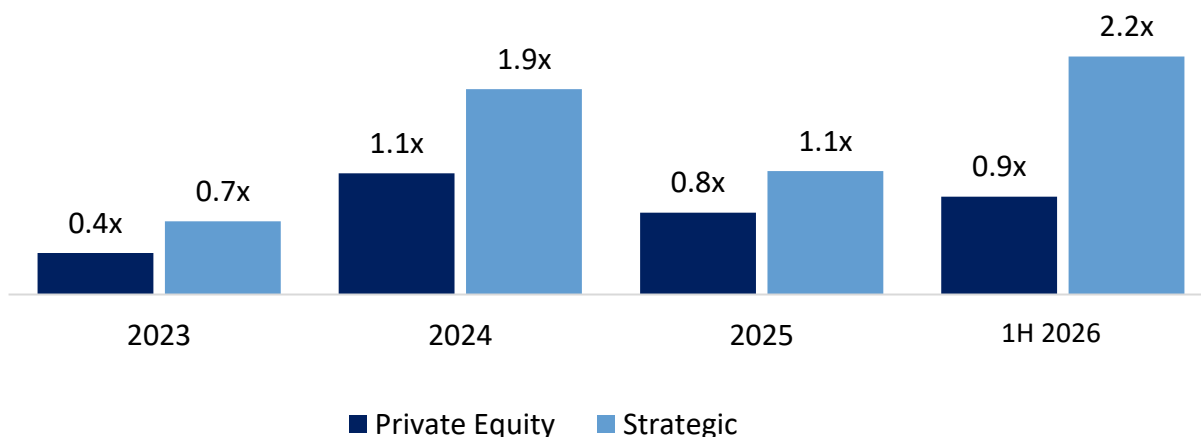
The median EV/Revenue multiple for reported private equity deals increased to 0.9x in 1H from 0.8x in 2025, and increased for strategic deals to 2.2x from 1.1x in the prior year.

2026 marks the highest median EV/EBITDA multiple for private equity buyers in the past four years.

Reported EV/EBITDA Multiples



Reported EV/Revenue Multiples



Active Strategic Investors – Food & Consumer

Investor	2026 Investments	Select Targets
	3	  
	2	 
	2	 

Active Private Equity Investors – Food & Consumer

Investor	2026 Investments	Select Targets
	4	   
	3	  
	2	 

Largest Deals (Disclosed)

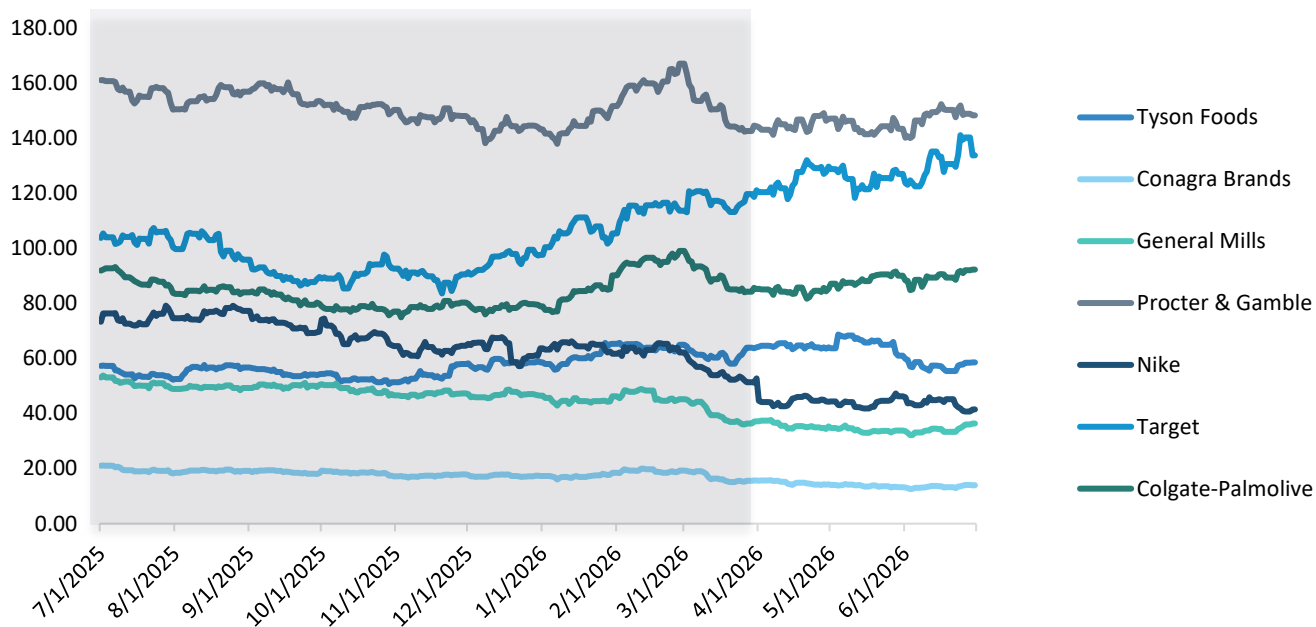
Deal Date	Company Name	Investor	Deal Type	Deal Size (\$mm)	EV		Target Business Description
					Revenue	EBITDA	
30-Jun-2026	East African Breweries	Asahi Group Holdings	Merger/Acquisition	\$ 2,300.0	21.62x	4.47x	Producer and distributor of beer, spirits, and non-alcoholic beverages serving consumer and hospitality markets across East Africa.
18-Jun-2026	Delifrance	Vandemoortele	Merger/Acquisition	1,078.4			Producer and distributor of frozen bakery products, pastries, and breads serving foodservice, retail, and hospitality customers.
01-Jun-2026	Fine Today	Bain Capital	Buyout/LBO	1,263.8		2.25x	Provider of beauty and personal care products, including skincare and haircare brands, serving consumer retail markets.
28-May-2026	Miss Mouth's	Church & Dwight	Merger/Acquisition	325.0	11.61x	4.06x	Producer of specialty sauces, condiments, and barbecue products serving retail and foodservice customers.
04-May-2026	La Regina (Food Products)	Campbell's	Corporate	286.0			Producer of canned tomatoes, vegetables, and specialty Italian food products serving retail and foodservice markets.
01-May-2026	SunOpta	British Columbia Investment Management	Buyout/LBO	1,140.6	15.02x	1.39x	Producer of plant-based food and beverage products and fruit-based ingredients serving branded food manufacturers and retailers.
01-May-2026	Bachan's	The Marzetti	Merger/Acquisition	400.0		4.60x	Producer of Japanese-inspired barbecue sauces and condiments serving retail grocery and specialty food markets.
01-May-2026	Fratelli Martini	B.F.	Merger/Acquisition	257.2			Producer and distributor of wines serving domestic and international retail and hospitality markets.
30-Apr-2026	Perrigo Company (Dermacosmetics Business)	Fiduciary Co-Investment Partners	Buyout/LBO	382.1			Provider of dermocosmetic skincare products serving consumer health and retail pharmacy markets.
27-Apr-2026	Olam Agri	Saudi Agricultural and Livestock Investment	Buyout/LBO	1,880.0		0.08x	Supplier of agricultural commodities, food ingredients, and value-added food products serving food manufacturers and global supply chains.
16-Apr-2026	Restaurant Depot	Sysco	Merger/Acquisition	29,100.0		1.82x	Wholesale distributor of food, beverages, and restaurant supplies serving foodservice operators and hospitality businesses.
10-Apr-2026	Grüns	Unilever	Merger/Acquisition	1,200.0		4.00x	Producer of nutritional supplements and functional wellness products serving direct-to-consumer and retail channels.
09-Apr-2026	Itochu-Shokuhin	G. K. FMDI	Merger/Acquisition	389.2	11.46x	0.22x	Distributor of packaged food, beverages, and consumer grocery products serving retailers and wholesalers throughout Japan.
08-Apr-2026	Suncrete	Haymaker Acquisition IV	Reverse Merger	776.6			Producer of ready-to-drink beverages and packaged food products serving retail and consumer markets.
02-Apr-2026	Four Roses Distillery	E. & J. Gallo Winery	Merger/Acquisition	755.2			Producer of bourbon whiskey and distilled spirits serving domestic and international beverage markets.
01-Apr-2026	GOJO Industries	The Clorox Company (NYS: CLX)(Linda Rendle)	Merger/Acquisition	2,250.0		2.81x	Manufacturer of hand hygiene, skincare, and sanitation products serving healthcare, industrial, and commercial customers.
High				29,100.0	21.62x	4.60x	
Low				257.2	11.46x	0.08x	
Mean				2,736.5	14.93x	2.57x	
Median				927.5	13.32x	2.53x	

Leading M&A Deals (Completed)

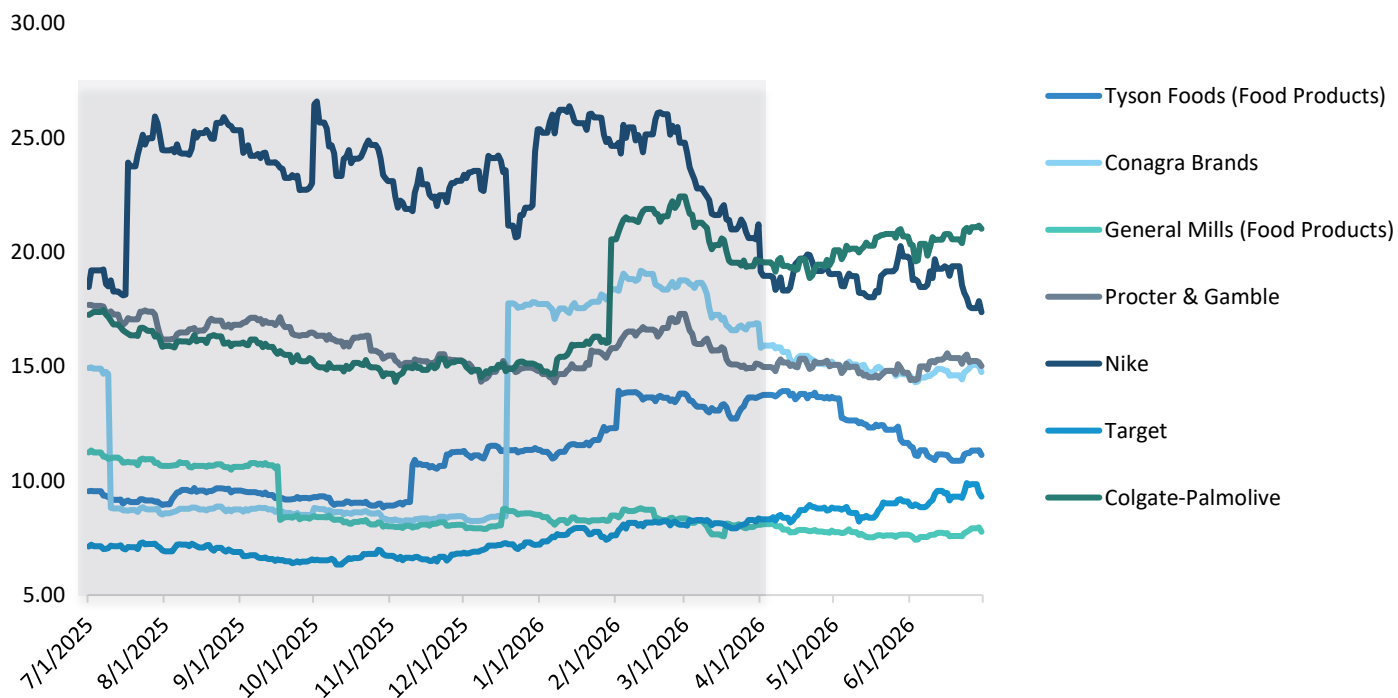


Target	Investor	Driver	Deal Synopsis
 Where Restaurants Shop		Merger/ Acquisition	Sysco acquired Restaurant Depot, a supplier of restaurant and catering supplies, for \$29.1 billion in March 2026. Restaurant Depot is a cash-and-carry wholesale club that will allow Sysco's broadline distribution model to reach the small-independent segment it under-serves today, add a retail-style footprint, and capture volume from price-sensitive operators who don't want delivery contracts.
 Olam Agri		Buyout/ LBO	Saudi Agricultural and Livestock Investment acquired Olam Agri, a Singapore-based global supplier of food, ingredients, feed, and fiber, for 1.9B in April 2026. Olam Agri supplies a variety of food ingredients, including Cocoa, Coffee, Nuts, Spices, and Dairy primarily throughout Asia, the Middle East, and Australia.
		Buyout/ LBO	Bain Capital acquired Fine Today from its PE sponsor, CVC Capital Partners, for \$1.3 billion in June 2026. Fine Today is a Tokyo-based manufacturer of skincare and haircare products. The transaction was advised on the legal side by Ropes & Gray for Bain Capital, while DC Advisory advised CVC Capital Partners on the sell side, reflecting continued private equity interest in consumer personal care platforms within the Japanese market.
		Merger/ Acquisition	The Clorox Company acquired GOJO Industries for \$2.25 billion in April 2026. GOJO is an Akron-based manufacturer of skin health and hygiene products catering to health and wellness, industrial, education, and government industries. GOJO strengthens Clorox's portfolio of brands with Purell, the dominant brand in hand sanitizer, and also enables channel diversification into B2B/institutional business (hospitals, foodservice, schools, offices, etc) while Clorox has been historically strong in the retail channel.

Stock Price

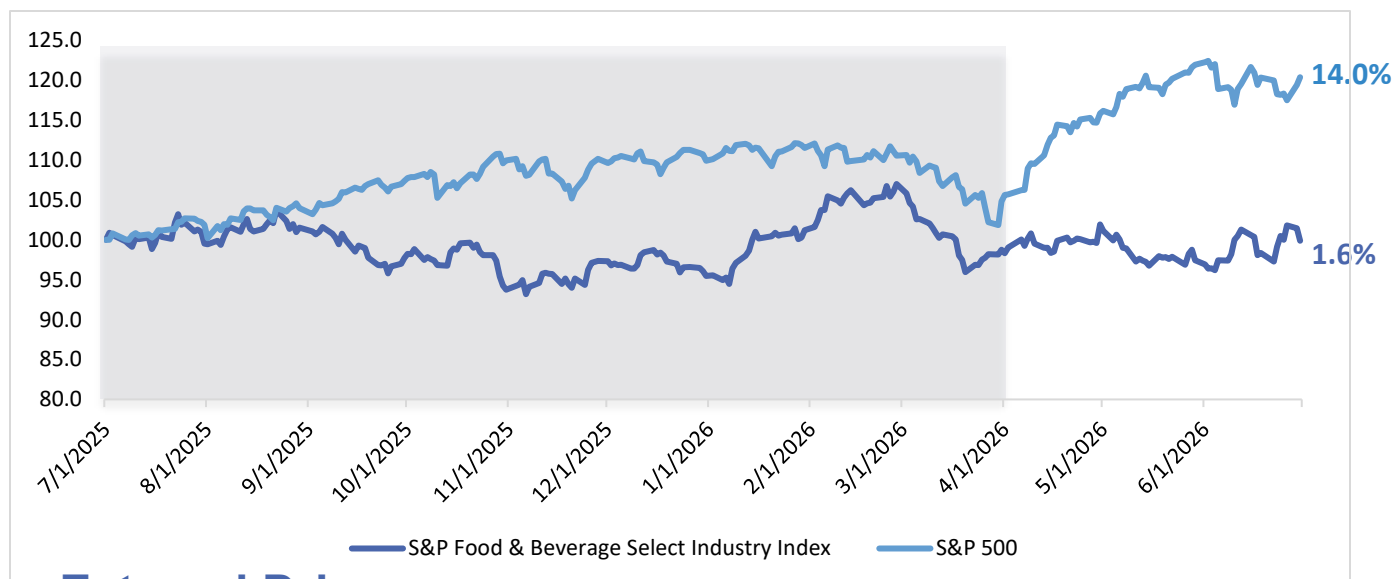


EV/EBITDA



Index Performance

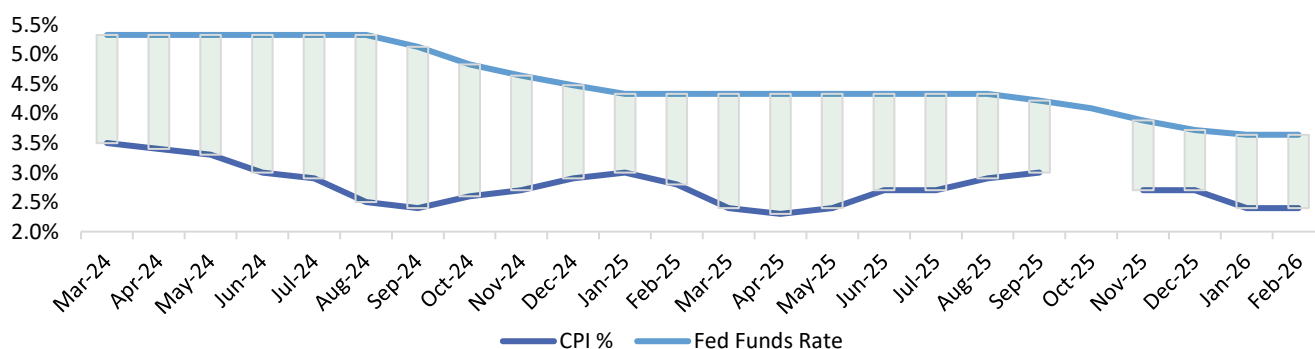
In Q2, the S&P Food & Beverage Select Industry Index increased by 1.6%, underperforming the S&P 500 which saw a 14.0% increase over the same period.



Key External Drivers

The broader market's gains remain concentrated in a handful of large-cap names, leaving overall index performance increasingly dependent on a narrow group of stocks. Packaging has largely stood apart from this dynamic. Demand for packaging remains anchored in food and consumer products, nondiscretionary end markets that have historically stayed durable through economic downturns and broader market volatility.

The bigger story this quarter was the Fed itself. Kevin Warsh was sworn in as Chair on May 22, succeeding Jerome Powell, who is staying on the board in an unusual move for a former chair. Warsh's first meeting at the helm, on June 17, held rates steady at 3.50%–3.75% for a fourth straight meeting, but the tone turned hawkish: the committee erased its one remaining projected cut for the year and pushed easing out to 2027-2028, with several members now penciling in a hike instead. The catalyst was inflation: May CPI hit 4.2% year-over-year, a three-year high, driven largely by the energy and commodity disruption from the Iran war, which sent Brent crude above \$100/barrel at its peak before easing back by late June as hostilities cooled. The Strait of Hormuz remains a flashpoint given its role in roughly 27% of global seaborne oil trade, so renewed escalation is a real tail risk heading into Q3.



Note: The U.S. Bureau of Labor Statistics did not publish an official CPI reading for October 2025 due to the federal government shutdown, which disrupted data collection. As a result, no official year-over-year CPI figure is available for that month.

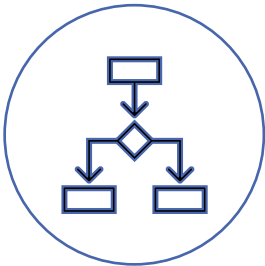
Emerging Trends in the Food and Consumer Sector



GLP-1 Reshapes Portfolio Architecture

Protein and functional nutrition winning; impulse categories declining

Households with GLP-1 users are projected to represent a third of all food and beverage sales by 2030, forcing portfolio resets at every major CPG. Functional non-alcoholic beverages, better-for-you branded foods, and energy and hydration categories are capturing valuation momentum, while traditional confectionery and sugar-heavy snacking face declining demand. Strategic buyers are acquiring protein-forward platforms, clean-label capability, and reformulation expertise to capture growth in this structurally reshaped consumer base.



Strategic Divestitures & Portfolio Rationalization

Large players break up; non-core assets on sale

Kraft Heinz is splitting into independent companies, Barry Callebaut is separating its cocoa division, and Nestlé is planning to sell coffee and supplements businesses. This wave reflects activist pressure and the need to unlock value from underperforming legacy categories. Buyers are targeting divested premium brands, category-leading assets, and operational platforms that can be redeployed across faster-growing segments.



Emerging Brands & Community-Driven Growth Models

DTC brands scale through community before strategic exit

Today's emerging brands build loyal communities through social platforms and direct-to-consumer channels, operating with small teams and disciplined SKU counts before partnering with private equity. These challenger brands grow defensibility through authentic positioning and real-time consumer feedback, making them increasingly attractive to strategic acquirers seeking differentiation and faster growth than traditional scale deals deliver.



Non-Alcoholic & Functional Beverage Expansion

Functional beverages capture share from traditional soft drinks

Kombucha, prebiotic sodas, sports hydration, and protein-forward beverages are capturing share from traditional soft drinks as consumers prioritize functional outcomes over indulgence. Strategic buyers are expanding distribution, acquiring specialized brands, and building supply chain resilience in categories that benefit from GLP-1 adoption and wellness tailwinds while remaining sheltered from volume-loss pressures hitting legacy categories.



Proven, Professional, Principled.

Investment Bankers for the Middle Market

About

R.L. Hulett is a middle-market investment bank based in St. Louis, Missouri, providing M&A and financial advisory services to middle-market companies. Since its founding in 1981, the firm has advised in over 300 transactions in a variety of industries including Food & Consumer, Industrials, Packaging, Business Services, Transportation & Logistics, Healthcare and Software/Tech-Enabled Services. The firm has an experienced team of M&A advisors consisting of former business owners, seasoned corporate executives, professional service firm partners, CPAs and MBAs. Our ability to deliver customized solutions to meet or exceed our clients' expectations is what sets us apart from our competitors.

Our Clients

\$10 - 250MM
Revenue

\$2 - 20MM
EBITDA

Middle Market
Privately
Owned

Industries Served



**Food &
Consumer**



Healthcare



**Plastics &
Packaging**



Industrials



T&L



**Tech-Enabled
Services**



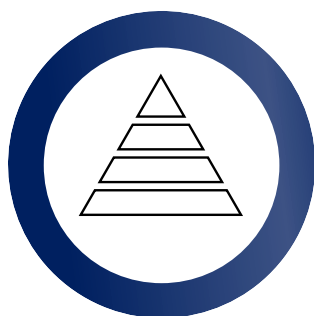
Sell-Side Advisory: Sell your business

Sell your business for the highest price and for the best terms. At R.L. Hulett, communicating the value of your business to targeted buyers and finding the best fit for your team is our forte. We strive to maintain your company's culture and heritage even as you transition out of your business.



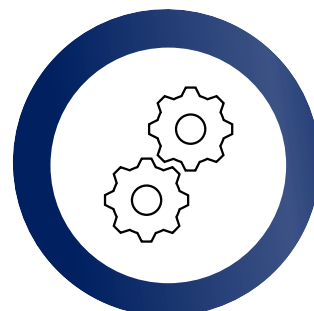
Buy-Side Advisory: Buy a business

Searching for acquisition targets can be a challenging and time-consuming task when trying to run your own business at the same time. Navigating the risks and pitfalls in negotiating valuation and deal structure can also be a daunting task for many business owners. Let our team help you minimize your risk and reduce time wasting efforts with our decades of experience in advising in both buy and sell-side M&A transactions. We utilize industry-leading M&A databases to scout for opportunities and pre-screen for "real" actionable targets so you can stay focused on what matters.



Capital Raise: Gain financial support

With nearly 40 years of experience in middle-market M&A advisory, we know how to package up your deal and put you in front of the right kind of investors who have the capital and the industry expertise you need to grow your business. Our team will develop a go-to-market strategy and advise on deal structure, valuation, due diligence and transition issues. Whether you are seeking capital for growth or trying to buy out other shareholders, we have the tools, expertise, and experience to execute a strategic process and find the optimal outcome to meet your objectives.



Restructuring: Reorganize your business

In today's uncertain economic times, more and more companies are finding themselves in unfamiliar, and unwanted, positions. Many business owners are hoping recovery is just around the corner; however, proactive measures are often required to maximize the remaining value of the business. Our team can aid banking institutions with workout situations by implementing internal controls over cash management and performing on-going cash flow modeling for their clients. We can also help business owners avoid having trouble making payments on their debts and avoid the cumbersome and low-value asset liquidation process.

Below are two recent transactions facilitated by R.L. Hulett, showcasing our expertise in the Food & Consumer sector. Each transaction exemplifies our commitment to delivering exceptional value and strategic growth for our clients.



have been acquired by



a portfolio company of



The Seller: Based in St. Louis, Missouri and Hong Kong with additional warehouse locations in California and Virginia, Team Three is a leading global distributor of paper, packaging and disposable plastic products to the foodservice industry. Co-founded by Bob Hubbard and Roy Van in 2009 to create a global platform for companies seeking to expand their sourcing options, Team Three has organically grown revenue and income every year since inception and was awarded a global sourcing role with one of the largest foodservice distributors in the U.S.

The Buyer: Headquartered in Exton, PA, AmerCareRoyal (“ACR”) is a single-stream resource for over 6,000 disposable products used in the foodservice, janitorial, sanitation, industrial, hospitality and medical industries. With multiple shipping points across North America, ACR’s family of companies services national-level customers with outstanding customer service and an ever-growing product line.

Transaction Rationale: With the acquisition of Team Three, ACR is positioned as a leader in its market while also creating a better value proposition for customers.



has sold substantially
all of its assets to



The Seller: Inclusion Technologies, LLC (“IT”) is a manufacturer of nut alternatives and functional sensory ingredients sold to food OEMs primarily in the baked goods and snack foods sectors. IT supplies ingredients that are used by food OEM customers to enhance taste, texture, aroma, and eye appeal, all while maintaining a desired label and ingredient status, including nut-free, allergen-free and non-GMO. Its dedicated nut-free facility in Atchison, Kansas has been SQF (Safe Quality Food) certified since 2015.

The Buyer: Founded in 1941, MGP Ingredients is a producer and supplier of premium distilled spirits and specialty wheat protein and starch food ingredients. MGP also produces high-quality industrial alcohol for use in both food and non-food applications. It operates in two segments: Distillery Products and Ingredient Solutions. Distillery Products provides distillery co-products, such as distillers feed, fuel grade alcohol, and corn oil - and warehouse services, including barrel put away, storage, and retrieval services.

Transaction Rationale: IT’s production facility will enable MGP to strategically expand their product offerings and capabilities to bolster its position as a leading ingredient supplier in the broader Food Products industry.

Selected Transactions

Over the years, R.L. Hulett has completed hundreds of transactions in a variety of industries. Below are several representative transactions highlighting the firm's experience in the Food & Consumer sector.



has partnered with



has sold substantially
all of its assets to



has partnered with



a portfolio company of



has sold substantially
all of its assets to



has been acquired by

Finney Enterprises, Inc.



has acquired
substantially all of the
assets of





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Managing Director
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Mr. Hulett has led M&A transactions in a variety of industries including manufacturing/industrial, software development/IT, business services and value-added distribution for over 15 years. Prior to joining the firm, he held senior level accounting and financial management positions in both public accounting and large corporations. Mr. Hulett began his career as a Certified Public Accountant with MPP&W, a St. Louis-based public accounting firm specializing in middle market companies. He then held various management positions in internal audit and corporate accounting with a Fortune 1000 industrial manufacturing company and also spent nine years with Enterprise Rent-A-Car Company as a department manager in the Corporate Accounting group. Mr. Hulett holds his Series 62, 63 and 79 securities registration. Mr. Hulett earned a Bachelor's Degree in Accounting from the University of Missouri - Columbia.



Jim Goebel
Director
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Mr. Goebel has spent most of his career as an owner/operator of several successful businesses in the technology and distribution space. He was the sole founder of a cloud software/VoIP company built from scratch, scaled, and eventually acquired by Private Equity. He has been on both sides of the M&A table, leading myriad acquisitions and drove and oversaw several successful exits. He has extensive experience working with banking, private equity, deal structure, corporate finance and capital structure, and post deal company assimilations. Mr. Goebel has served on several industry as well as community nonprofit boards in both financial and advisory capacities. He holds a Bachelor's Degree from the University of Southern Indiana in Evansville, Indiana.



Christopher Riley
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Mr. Riley has owned, operated, and sold multiple businesses spanning five decades in the technology, fabrication, hospitality, real estate, social media, financial services, automotive, private equity and business services industries. He owns multiple companies, United Cutwater and Cutwater Advisory Partners, that focus on identifying, funding, growing, and exiting businesses at their Optimum Value. Prior to joining the firm, he worked in New York in the investment banking industry for 10 years. He began his career with American Express as an Estate and Tax Planning Specialist. With degrees in Finance and Philosophy and a Master's in Organizational Psychology, Mr. Riley was educated at Santa Clara University, the London School of Economics and the Harvard Business School. Mr. Riley is Series 79 and Series 63 licensed, has seven board certifications in cyber intelligence, and is a licensed forensic investigator.



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Mr. Kugelman provides analytical support for senior-level deal managers and prepares confidential memorandums, financial models and industry research reports. He graduated from The University of Missouri with a Bachelor of Science degree in Finance from The Trulaske College of Business. Prior to joining the firm, Dax worked as a financial planning intern for Haribo of America, where he developed an automated sales report, utilized data to create an updated price costing model, and converted their outsourced payroll ledger to a more accurate format. During his time at the University of Missouri - Columbia, Dax was involved with the Financial Planning Association and the University of Missouri Investment Group.



Lynda Hulett
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Mrs. Hulett leads the firm's marketing, administrative and communication efforts. She maintains the firm's proprietary CRM database, manages outbound firm communications and provides administrative support to senior deal managers. Prior to joining R.L. Hulett, Lynda spent the previous ten years in various marketing and administrative functions. Most recently, she worked as a client liaison providing administrative support for a CPA firm. Prior to that, she was employed by Moneta Group, a financial services advisory firm, where she provided marketing and administrative support to the client managers. Lynda graduated from the University of Missouri - Columbia, receiving her business degree with an emphasis in Marketing.



Robert L. Hulett
In Memoriam:
1943-2024

Mr. Hulett founded the firm in 1981 and has negotiated and completed more than 200 transactions throughout his career. He began his career as a Certified Public Accountant and practiced with Peat, Marwick, Mitchell & Co. in St. Louis as an Audit Manager and in New York as the Director of Training for Private Business. Mr. Hulett has also served as Chief Executive & Board Member for various middle market companies. As an educator, he was an adjunct professor at New York University and a tenured faculty member at Lindenwood University in St. Louis. He conducted training sessions for middle market CPA firms throughout the country for more than ten years. Mr. Hulett earned his BS/BA Cum Laude in Accounting from the University of Missouri - Columbia, and an MBA from Lindenwood University.



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