Executive Compensation Benchmark

Industry Benchmark Report

SIC 4-DIGIT CODE
2000
Food and Kindred Products

BUSINESS REGION
North America

REPORT DATE
September 17, 2026
fiscal years ending Jul 2024 - Jun 2025

About this benchmark

You have purchased the **Executive Compensation Benchmark** for the **2000-Food and Kindred Products** industry. This benchmark is drawn from companies operating in **North America** and reports on performance specific to SIC code 2000-Food and Kindred Products. It is intended to let you evaluate your own position against how comparable businesses actually perform, rather than against a general standard.

Selected peer group

You selected the following companies for this comparison. Every figure in this report is computed from these companies and no others - change the peer group and the benchmarks change with it. The table below lists each company with its ticker, SIC code, the fiscal year its figures are drawn from, revenue and headcount.

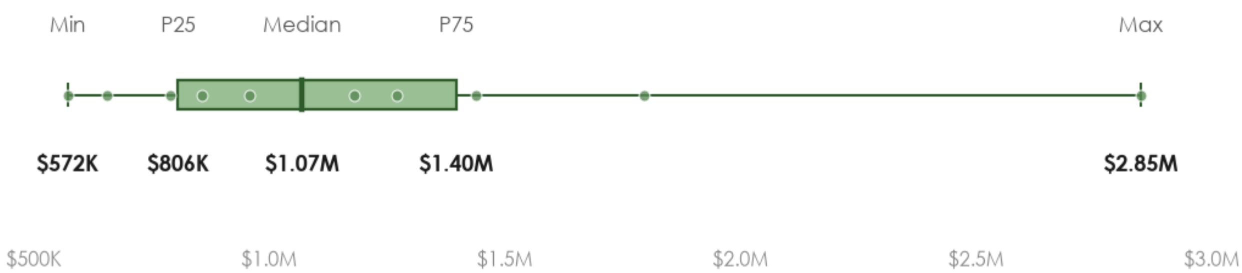
10 companies analysed | 2000-Food and Kindred Products | North America

Peer Company	Ticker	SIC	Data year	Revenue	Employees
Peer-1	---	7372	2026	$7.21B	14,300
Peer-3	---	7372	2025	$1.76B	2,930
Peer-4	---	7372	2025	$1.01B	2,051
Peer-2	---	7372	2025	$951M	1,702
Peer-7	---	7372	2025	$754M	1,100
Peer-8	---	7372	2025	$727M	2,149
Peer-6	---	7372	2025	$444M	1,225
Peer-5	---	7372	2025	$419M	3,443
Peer-10	---	7372	2025	$387M	1,418
Peer-9	---	7372	2025	$343M	818

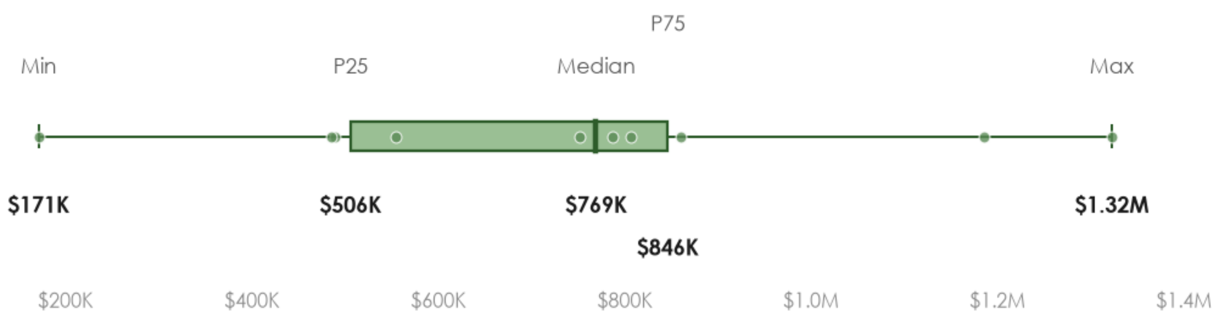
Executive pay by role

Total compensation as reported in proxy statements

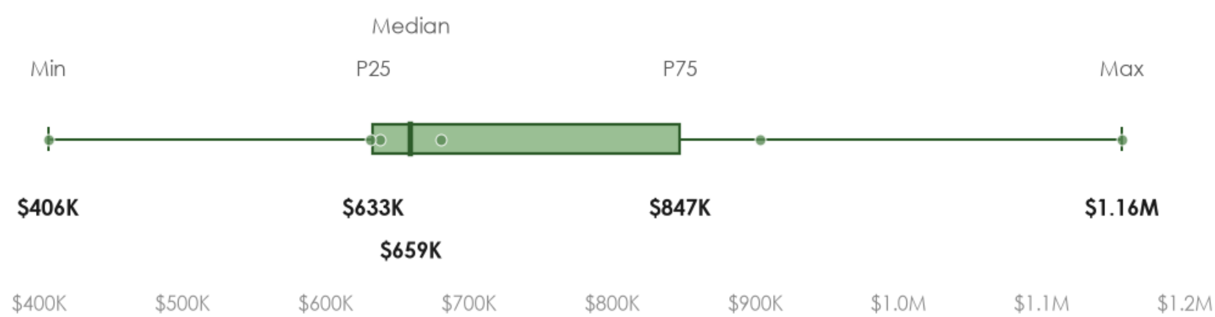
CEO Total Compensation



CFO Total Compensation



General Counsel Total Compensation



Total Disclosed Executive Compensation

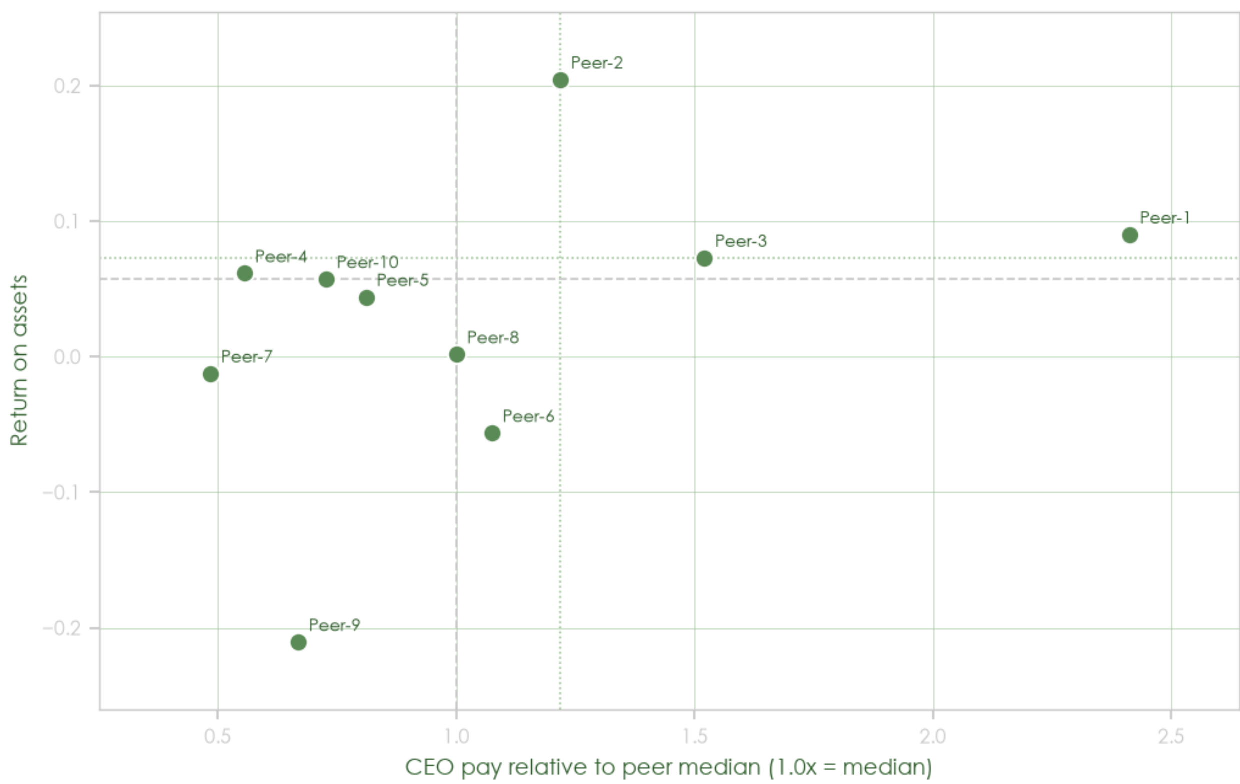
Metric (n=10)	Min	P25	Median	P75	Max
CEO Total Compensation	$572K	$806K	$1.07M	$1.40M	$2.85M
CFO Total Compensation	$171K	$506K	$769K	$846K	$1.32M
General Counsel Total Compensation	$406K	$633K	$659K	$847K	$1.16M
Total Disclosed Executive Compensation	$2.83M	$3.09M	$3.60M	$4.01M	$7.99M

Analysis

These measures have no single better direction: a high figure may reflect the scale of the business, its performance, or its governance, and this report cannot separate them. CEO Total Compensation spans $572K to $2.85M across the group, with the median at $1.07M - position within that band is a policy choice rather than a performance result. 4 metrics in this section had fewer than three peers reporting and are omitted.

Pay relative to the business

Absolute pay scales with company size; these do not



Each point is one peer. The horizontal axis is CEO pay divided by the median CEO pay of this group, so 1.0x is the typical payer and 0.6x pays 40% less. The dashed lines mark the group median on each axis, the dotted lines the upper quartile. Two cautions. The multiple is relative to the peers chosen here - change the group and every figure moves, so 0.6x is a fact about this comparison, not about the company. And position shows correspondence, not cause: return on assets is produced by the whole business, and pay is set against market rates for the role and the size of the company.

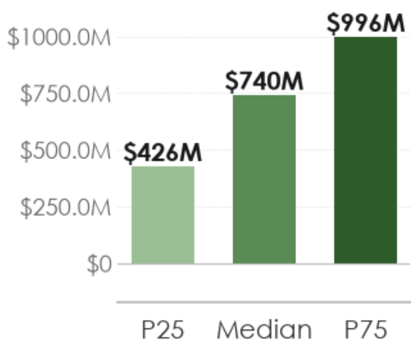
Metric (n=10)	Min	P25	Median	P75	Max
CEO Compensation as a % of Revenue	0.04%	0.08%	0.16%	0.23%	0.29%
CFO Compensation as a % of Revenue	0.02%	0.05%	0.07%	0.16%	0.22%
Total Executive Compensation as a % of Revenue	0.11%	0.33%	0.57%	0.86%	0.93%
CEO to CFO Compensation Multiple	1.00x	1.18x	1.44x	2.02x	7.42x
CEO Compensation per Employee	$199	$370	$577	$787	$1K

Analysis

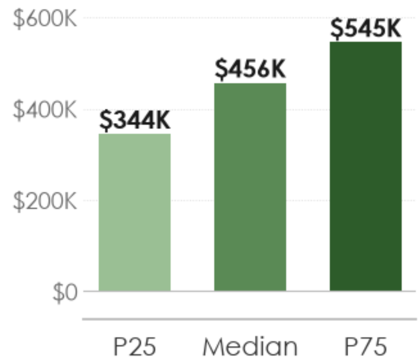
These measures have no single better direction: pay set against revenue or headcount says what a company spends, not whether it spends well. CEO Compensation as a % of Revenue spans 0.0% to 0.3% across the group, with the median at 0.2% - position within that band is a policy choice rather than a performance result.

Company context

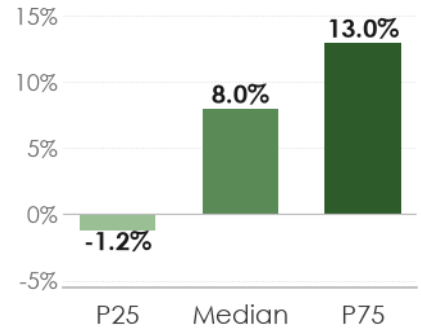
Scale, productivity and profitability of the peer group



Total Revenue



Revenue per Employee



Net Income Margin (%)

Metric (n=10)	Min	P25	Median	P75	Max
Total Revenue	$343M	$426M	$740M	$996M	$7.21B
Total Employees	818	1,273	1,876	2,735	14,300
Revenue per Employee	$122K	$344K	$456K	$545K	$685K
Total Net Income	-$89M	-$9.38M	$32M	$139M	$1.12B
Net Income Margin (%)	-25.80%	-1.24%	8.01%	12.98%	15.60%
Return on Assets	-21.05%	-0.88%	5.07%	7.02%	20.45%
Revenue CAGR Last 3 Years	-10.41%	7.37%	12.92%	15.81%	26.31%

Growth, productivity and operating profit

Revenue CAGR Last 3 Years - the median company in this group is at 12.9%, the top quartile at 15.8%. That distance is what separates a typical performer from a strong one.

Revenue per Employee - the median company in this group is at $456K, the top quartile at $545K. That distance is what separates a typical performer from a strong one.

Analysis

Peer-7 leads the peer set on Revenue per Employee at $685K, against a median of $456K; Peer-5 trails at $122K. Peer-1 is strongest on both Total Net Income and Net Income Margin (%), so its advantage here is structural rather than a single favourable line. On Total Net Income the middle half of the group sits within $148M while the full range runs from -$89M to $1.12B - the spread is driven by the extremes, not by a broadly dispersed peer set.

Definitions and methodology

Metric definitions, chart conventions, and how the peer statistics are computed

Every metric shown in this report is defined below, grouped in the order the sections appear. Definitions and formulas are drawn from the HindSight 20/10 metric library, so they match the calculation applied to every peer.

Reading the charts

Equal-return curves (margin against asset turnover)
Return on assets is the product of two independent factors: net margin (profit per dollar of revenue) and total asset turnover (revenue per dollar of assets). Because the two multiply to a single figure, every combination that yields the same return traces a curve on the chart. A peer sitting on the curve earns the peer-group median return on assets; a peer above it earns more, and one below earns less. Position ALONG the curve is a business-model choice - high margin at low velocity, or thin margin at high velocity - and is not itself a measure of performance. Distance FROM the curve is the performance signal.

Equal-return curves (gross margin against inventory turns)
Gross margin return on inventory (GMROI) is gross margin multiplied by inventory turns, and expresses the gross profit earned per dollar of inventory held per year. As with return on assets, the two factors multiply, so equal-GMROI combinations form a curve. A specialty producer turning stock slowly at a wide margin and a high-volume operator turning stock quickly at a thin margin can earn identical returns on the same inventory investment. The measure is widely used in retail and consumer goods because it corrects for the fact that inventory turns alone rewards discounting: cutting price raises turns but lowers margin, and GMROI captures the net effect.

Box plots
The shaded box spans the interquartile range, from the 25th to the 75th percentile, with the vertical bar marking the median. Whiskers extend to the minimum and maximum observed in the peer set. Individual dots are single peers, so a cluster shows where the group concentrates and an isolated dot shows an outlier.

Statistical conventions

Quartile breakpoints (Min, P25, Median, P75, Max)
Statistical divisions of the peer group. P25 is the bottom-quartile threshold, the median (P50) the midpoint, and P75 the top-quartile threshold. Min and Max are the lowest and highest values observed.

Peer coverage and omitted metrics
A metric is shown only where at least three peers in the group report it; below that threshold a quartile distribution cannot be meaningfully computed, and the metric is omitted rather than shown as a partial result. The count of omitted metrics is stated in each section. Metrics reported by fewer peers than the group total are still shown, since partial coverage of a metric is common and does not by itself weaken the comparison.

Common-sizing
Income statement lines are expressed as a percentage of revenue and balance sheet lines as a percentage of total assets, computed per peer before any quartile is taken. Absolute currency figures are not comparable across a peer group spanning a wide range of scale; common-sized figures are.

Direction of merit

Some metrics have an unambiguous better direction - higher margins and higher returns are better, lower cost intensity and shorter cash cycles are better. Others do not. Liquidity ratios are inverted-U: too little cover is a solvency risk, too much is capital earning nothing. Equity turnover rises with financial leverage rather than with operating efficiency. Days payable outstanding conserves cash when higher, but sustained highs can signal supplier strain. Working-capital levels read one way for liquidity and the opposite for efficiency. For these, this report gives position within the peer range and does not name a leader.

Metric definitions

Executive pay by role

CEO Total Compensation CEO Total Compensation. Formula: total pay for the CEO per the proxy Summary Compensation Table - salary, bonus, stock and option awards at grant-date fair value, incentives, pension change and other pay. Equity valued when AWARDED, not realised. *No single better direction; see Direction of merit above.*

CFO Total Compensation CFO Total Compensation. Formula: as CEO Total Compensation, for the Chief Financial Officer. *No single better direction; see Direction of merit above.*

COO Total Compensation COO Total Compensation. Formula: as CEO Total Compensation, for the Chief Operating Officer. Disclosed only where the officer is among the five highest paid, so coverage is thinner. *No single better direction; see Direction of merit above.*

General Counsel Total Compensation General Counsel Total Compensation. Formula: as CEO Total Compensation, for the General Counsel or Chief Legal Officer. *No single better direction; see Direction of merit above.*

CHRO Total Compensation CHRO Total Compensation. Formula: as CEO Total Compensation, for the Chief Human Resources Officer. Rarely among the five highest paid. *No single better direction; see Direction of merit above.*

Metric 389 Defined in the HindSight 20/10 metric library. *No single better direction; see Direction of merit above.*

Metric 391 Defined in the HindSight 20/10 metric library. *No single better direction; see Direction of merit above.*

Total Disclosed Executive Compensation Total Disclosed Executive Compensation. Formula: sum of total compensation for every officer the company discloses. Not the SEC's five Named Executive Officers - the count behind it varies by company. *No single better direction; see Direction of merit above.*

Pay relative to the business

CEO Compensation as a % of Revenue CEO Compensation as a % of Revenue. Formula: CEO total compensation divided by total revenue. *No single better direction; see Direction of merit above.*

CFO Compensation as a % of Revenue CFO Compensation as a % of Revenue. Formula: CFO total compensation divided by total revenue. *No single better direction; see Direction of merit above.*

Total Executive Compensation as a % of Revenue Total Executive Compensation as a % of Revenue. Formula: total disclosed executive compensation divided by total revenue. *No single better direction; see Direction of merit above.*

CEO to CFO Compensation Multiple CEO to CFO Compensation Multiple. Formula: CEO total compensation divided by CFO total compensation. Where an executive takes a nominal salary in place of equity the multiple can be extreme. *No single better direction; see Direction of merit above.*

CEO Compensation per Employee CEO Compensation per Employee. Formula: CEO total compensation divided by total employees. *No single better direction; see Direction of merit above.*

Company context

Total Revenue Total Revenue. Formula: total reported revenue for the fiscal year, net of returns and allowances. *No single better direction; see Direction of merit above.*

Total Employees Total Employees. Formula: full-time equivalent headcount as reported by the company. *No single better direction; see Direction of merit above.*

Revenue per Employee Revenue per Employee. Formula: total revenue divided by total employees.

Total Net Income Total Net Income. Formula: net income after tax, interest and all other items.

Net Income Margin (%) Net Income Margin (%). Formula: total net income divided by total revenue.

Return on Assets Return on Assets. Formula: total net income divided by total assets.

Revenue CAGR Last 3 Years Revenue CAGR Last 3 Years. Formula: compound annual growth rate of total revenue across the prior three fiscal years.

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