

Q1 2013

Consumer Products Industry Insights

Introduction

Despite signs of continued optimism and stabilization, 2012 was generally a challenging year for the global economy. Concerns over Europe's sovereign debt crisis and political brinkmanship over fiscal policy in the United States created considerable uncertainty in the broader economy. The U.S. nominal gross domestic product ("GDP") grew by 4.1% in 2012, following growth of 4.0% in 2011, signaling continued steady yet slow recovery from the economic recession that began in 2008. While GDP remained roughly flat Y-O-Y, personal consumption expenditures on nondurable goods increased by only 1.0% in 2012 as compared to a 2.3%

increase in 2011, likely due to disposable personal income growth of 3.1% in 2012 as compared to 3.8% growth in 2011.

Despite a noticeable uptick in third-quarter GDP primarily as a result of the Olympics, the U.K. economy similarly experienced another year of slow growth. Consumer expenditures increased marginally in 2012 though effects from the Eurozone crisis seemed to dampen business investment and exports.

Nonetheless, financial markets, particularly in the U.S., seemed primarily focused on the positive economic indicators such as strengthening in the housing market and

declining U.S. unemployment figures. In that vein, investors pushed the S&P 500 index up approximately 16% on a total return basis during 2012. Among the most compelling segments of the S&P 500, the consumer packaged goods industry achieved notable growth in 2012, in part driven by improved consumer confidence.

Duff & Phelps has selected three sub-segments to highlight within the consumer packaged goods industry that have demonstrated particular resolve and that are expected to trend upward as the economic recovery ensues: Personal Care Products, Pet Products, and Sporting Goods.

Inside

03

Personal Care Products Industry

04

Pet Products Industry

06

Sporting Goods Industry

07

Consumer Packaged Goods Transaction Activity

08

Notable Transactions

17

Public Company Commentary

#1 Investment Bank for Number of
Global Bankruptcy Cases

#1 Global Fairness Opinion Provider

#3 U.S. Middle-Market M&A Advisor

Powering Sound Decisions for Companies, Boards and Investors Worldwide

A leading global financial advisory and investment banking firm, Duff & Phelps balances analytical skills, deep market insight and independence to help clients make sound decisions. The firm provides expertise in the areas of financial restructuring, valuation, M&A advisory, transaction opinions, alternative assets, disputes and taxation. Duff & Phelps serves clients from more than 30 offices throughout North America, Europe and Asia, leveraging both local expertise and global industry experience. Find out more at www.duffandphelps.com

DUFF & PHELPS

Source: Global bankruptcy case ranking provided by The Deal Q4 2012 league table.
Fairness opinion and M&A rankings calculated by number of deals from Thomson Financial Securities full year 2012 data.
Middle-market M&A deals < \$250 million.

Personal Care Products Industry

There are four key trends contributing to the strong growth in the overall personal care products market:

- > Growing popularity of natural products
- > Resilience of prestige health and beauty care
- > Continued growth in men's grooming
- > Long-term opportunities connected to the travel segment

Growing popularity of natural products

Consistent with growth in the broader natural and organic products industries, sales of natural personal care products have continued at a robust pace, growing at a compound annual growth rate ("CAGR") of nearly 14% from 2006-2011 to reach \$23.6 billion in annual sales, according to Kline & Company. Expanded mass market distribution and shelf space, along with consumers placing greater emphasis on environmental sustainability and health-conscious products, are driving growth in natural personal care product sales. Moreover, consumers seem increasingly willing to trade up from conventional items to natural and organic personal products resulting from a perception of superior quality and efficacy, despite the premium price.

Large beauty and household product companies have taken notice of the growth in the natural products sector and have gained entry into this niche via acquisitions (such as The Clorox Company's acquisition of Burt's Bees, Inc. and Ecover NV's acquisition of Method Products) or increased marketing on newly developed products in the category. The entrance of

these major health and beauty companies has led to the creation of two segments within the natural personal care market: "natural-inspired" products and "truly-natural" products. The former are perceived as natural by the end consumer, but in reality are not entirely natural or organic.

According to Kline & Company, natural-inspired products also tend to perform well in mass market channels and among consumers with lower disposable incomes.

Conversely, the "truly-natural" segment, which includes products that are wholly natural or organic, is driven by consumers who are more concerned with their health and are less price-sensitive and, resultantly, are more selective when shopping for personal care products. The U.S. market for truly-natural personal care products grew approximately 10% from 2010 to 2011, while the U.S. market for natural-inspired products only grew approximately 5% during that same period, according to Kline & Company. Major beauty companies have historically invested more in the natural-inspired category, though the growing attractiveness of the truly-natural segment is encouraging large players to reformulate their products and consider additional acquisitions of established brands in the space.

These trends may continue, particularly as they pertain to skin, hair, and oral care, which are the natural personal care industry's fastest-growing segments. Furthermore, we expect sales of anti-aging products, bolstered by increasingly aging populations, to maintain strong momentum, generating the highest demand in the natural personal care space.

Continued strength in prestige health and beauty products

Affordable luxury companies, which offer premium products in largely commoditized categories, target an eclectic mix of consumers, ranging from wealthier individuals who are less price sensitive, and therefore, can purchase goods despite the struggling economic environment, to the average consumer who wants to trade up for an item that they perceive as superior to more affordable substitute products. This broad target market has supported the growth of affordable luxury products throughout the sluggish economic recovery.

Benefitting from these same industry dynamics, prestige beauty companies, a subset of the affordable luxury category, have experienced strong growth of late and may continue on this trend. According to the research group NPD, the prestige beauty category grew 11% in 2011 to \$9.5 billion in annual sales and 7% in 2012 to over \$10 billion in annual sales. The segment's continued resilience despite volatile consumer confidence and spending provides support for the "lipstick effect" — the theory that consumers are more willing to purchase lower-priced affordable luxury goods even as their disposable income dwindles, particularly products that are perceived to improve health and appearance, and in turn, general morale.

The prestige beauty category is expected to remain a bright spot in consumer spending, with year-over-year growth between 5% and 7% projected over the next five years with skin care, makeup, and fragrance products continuing to be catalysts.

Personal Care Products Industry (continued)

Recent growth in the men's grooming category

According to Euromonitor, men's grooming is set to be one of the fastest growing categories in personal care, adding approximately \$4 billion in revenue globally to reach \$27 billion by 2014. Changing attitudes among men regarding grooming habits, in addition to certain geographies shifting away from manual labor toward white-collar employment—elevating the importance of personal hygiene and grooming habits—are contributing to growth in the men's personal care industry.

Market segmentation by age has enabled men's personal care companies to deliver value to their customers. Companies have identified two age groups with which to target their marketing and branding efforts:

older males looking to hold on to their youth and compete with future generations, and younger males that want to remain trendy and differentiated. The older segment accomplishes its goals through skin and hair care products incorporating anti-aging benefits, while the younger male looks to follow skin care and facial hair grooming trends.

Long-term growth in the travel personal care products segment

Though highly susceptible to global travel activity (air traffic and travel retail sales have an r-squared of .83), sales of personal care products at airport retail locations are expected to be a long-term growth driver for health and beauty companies, according to Generation Research. Per the same report, the global travel retail and duty-free

channel is approximately \$46 billion in size and grew at a 15% CAGR from 2009–2011. Within travel retail sales, health and beauty personal products make up the second-largest category at \$14 billion and have grown in line with the overall channel.

Growth and renovation of airport retail space is allowing companies to rethink how best to market and package personal care products to more effectively convert travelers into shoppers. Additionally, innovative products and high-touch marketing efforts are expected to help drive brand awareness and sales in the travel channel, according to Morgan Stanley. Per the same report, it is anticipated that these coordinated efforts will help to maximize value and drive revenue in the travel retail channel.

Pet Products Industry

The \$53 billion U.S. pet products industry is among the most resilient markets, experiencing annual growth of 5–6% over the last five years, despite continued economic volatility. Similarly, the U.K. pet care industry, according to Euromonitor, grew approximately 6% in 2012 to £4 billion (\$6 billion) in annual sales. Growth in the overall pet products category is primarily driven by a combination of increased pet humanization, growing pet ownership rates, and companies broadening their product offering. According to the American Pet Products Association, 62% of American households now own a pet, up from 56% of American households in 1998. In 2012,

approximately 48% of U.K. households (13 million) owned at least one pet, according to the Pet Food Manufacturers' Association. While this industry continues to grow, the pace of growth has slowed since 2010, signaling that it may be approaching maturity.

Total U.S. Pet Industry Expenditures



Source: American Pet Products Association

Pet Products Industry (continued)

As pet ownership has increased, so too have owners' connections with their animals. Pet owners increasingly view their pets as an extension of their family that deserves a healthy, nutritious diet and similar products, amenities, and services as humans enjoy. Moreover, pet owners have demonstrated a stark reluctance to pare back spending on their pets, irrespective of macroeconomic conditions, and resultantly, the pet industry claims one of the lowest correlations with consumer discretionary spending, second only to automotive parts. Within the pet products industry, three niche segments have experienced considerable growth of late:

- > Premium pet products
- > Natural and organic pet foods
- > Raw pet foods

Resilience in the premium pet products segment

Bolstered by the ongoing humanization trend, premium pet products, such as computerized identification tags and designer toys and clothing are gaining traction, particularly among households with higher incomes. Recently, Paul Mitchell, Omaha Steaks, Harley-Davidson, and Old Navy launched pet product lines ranging from shampoo and pet clothing to premium dog treats and snacks. Over the past five years, the trend of pampering our pets and treating them to various amenities has substantially contributed to the growth of

industry-wide revenue. As the economic recovery takes hold and consumers' financial positions strengthen, revenue from U.S. premium pet products and services is estimated to increase to \$17.8 billion in 2017, a CAGR of 3.8%, according to the research group IBISWorld.

Continued growth in the natural and organic pet foods category

Pet owners are increasingly indulging their pets with premium natural and organic foods, treats, and snacks. Pet Business estimates that sales of natural and holistic pet foods and treats reached \$15 billion in 2008 and have grown 20% year-over-year since that point. This growth trajectory is expected to continue through at least 2017, according to IBISWorld. While pet humanization and human eating trends are major contributors to the growth of natural pet foods, prior food recalls have also made premium, natural pet foods more justifiable expenditures for pet owners as these foods are often perceived to be safer than conventional products. In 2007, melamine-contaminated dog and cat food reportedly caused the deaths of more than 3,500 pets, prompting mass recalls and inducing many owners to rethink which food types and brands they ultimately trust for their animals. Furthermore, natural and organic pet products have experienced growth as a result of product innovation and extension as well as increased retailer adoption.

Increasing popularity of raw pet food diets

A diet emphasizing raw meat, bones, and fresh, uncooked produce is a niche, yet growing trend within the pet products segment. According to the market research group Packaged Facts, the raw pet foods industry experienced 15% growth each year from 2008-2011 and now sits at approximately \$100 million in annual sales, though this sales figure does not reflect pet owners who prepare their own raw foods for their pets. Proponents of this diet contend that raw foods provide their pets with several advantages over conventional cooked food diets, including greater stamina levels, healthier skin and teeth, glossier coats, and improved weight control. Additionally, raw food supporters assert that this diet provides pets with a more natural diet, similar to that of wild animals. Further, these advocates contend that raw diets are more nutritious because they incorporate a wide assortment of vitamins and enzymes that are lost in the cooking process. Even so, the popularity of raw diets for pets is tempered by skepticism from many pet owners and veterinarians, whom warn that raw food has the potential to be contaminated with harmful bacteria such as salmonella or e-coli and that an unbalanced diet may do considerable damage if it is sustained over an extended time period.

Sporting Goods Industry

The sporting goods industry is continually evolving, with certain sports gaining traction and others losing favor. The sports industry of late is undergoing several prominent shifts; chiefly among them are:

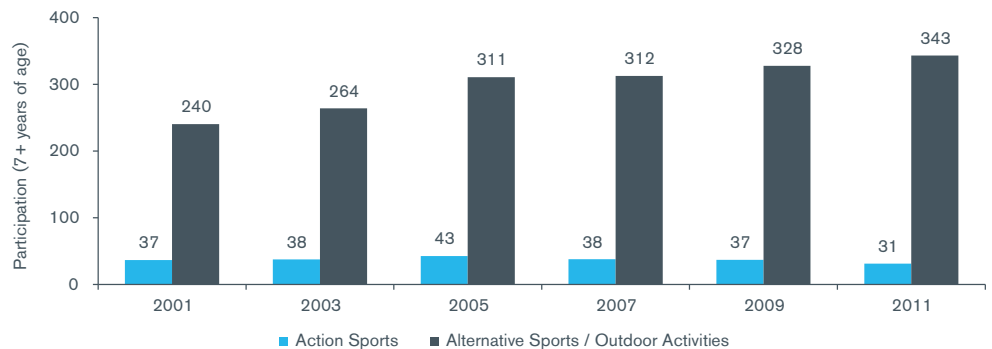
- > The decline of action sports participation
- > Growing popularity of alternative sports and outdoor activities

The decline of action sports participation

Over the past 10 years, the action sports products industry has grown from a few niche companies in Southern California to a nationwide retail and consumer phenomenon. Companies such as Billabong, PacSun, DC, and Quiksilver effectively captured and marketed the West Coast surf and skate lifestyle, expanding it ultimately to include BMX, motocross, and mainstream casualwear. Riding the coattails of increasing popularity in action sports participation, these consumer brands brought niche products to a broad consumer base.

However, as action sports enthusiasts matured and their preferences toward leisure activities subsequently shifted away from action sports, participation rates in major action sports have declined, dragging down sales of related apparel and sporting goods. The overall action sports category experienced the loss of approximately 25% of its participants from 2005 to 2011 (-5.1% CAGR). Also contributing to the decline in action sports participation are poor weather conditions (primarily harming winter sports) and the relatively expensive nature of these activities as compared to alternative sports. According to the National Sporting Goods Association ("NSGA"), participation in skateboarding increased substantially year-over-year through 2005, but has since been in a steady decline, losing 45% of all participants over the six years to 2011 (-9.5% CAGR). In recent years, the industry has faced even more profound hardship. According to NSGA data, from 2010 to 2011 action sports participation

U.S. Sports Participation (000s of people that participated more than once)



Source: National Sporting Goods Association

declined by approximately 12%, led by a 14% and 16% drop in skateboarding and snowboarding involvement, respectively.

Though the decay in action sports participation may decelerate, this trend is nonetheless expected to continue, according to the NSGA, and may provide further challenges for companies with a large focus in this industry.

Growing popularity of alternative sports and outdoor activities

While action sports are facing deteriorating interest, alternative sports and outdoor activities, such as jogging, hiking, kayaking, yoga, and CrossFit are experiencing strong growth. According to The Outdoor Foundation, in 2011, outdoor recreation reached the highest participation level in the past five years with over 140 million Americans enjoying various forms of outdoor activities. Americans are increasingly concerned with staying physically fit and maintaining healthy lifestyles, and these trends are helping to drive industry-wide growth. Additionally, alternative and outdoor sports appeal to a broader number of participants than do team sports and action sports due to the wider range of ages of individuals that can actively participate.

Duff & Phelps estimates that the U.S. alternative and outdoor sports category grew by approximately 3.5% year-over-year from 2001-2011, a total increase of 40%. Among the fastest-growing categories within alternative sports and outdoor activities are kayaking, jogging, and hiking, which according to the NSGA, grew 100%, 58%, and 50% in total participation, respectively, from 2001-2011 (7.3%, 4.7%, and 4.1% CAGRs).

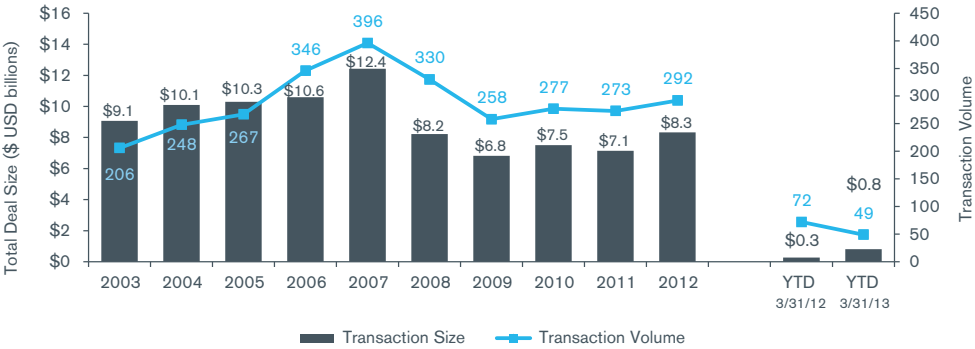
The U.K. is experiencing similar growth in alternative sports. According to Sport England, individual sports are growing at a faster rate than team sports with cycling, boxing, and canoeing, in particular, showing notable increases in participation.

Capitalizing on this growing market are companies such as Black Diamond, Columbia Sportswear, CrossFit, Lululemon, Nike, and North Face. CrossFit, for example, has grown its gym affiliates from a total of 49 in 2001 to approximately 2,800 in 2011. Experiencing similar growth, Black Diamond, which manufactures and markets outdoor performance products, has increased revenue by 25% in each of the last three years.

Consumer Packaged Goods Transaction Activity

The middle-market consumer packaged goods industry continues to experience encouraging M&A activity, both in transaction volume and size, despite uncertainty in the market and tepid economic indicators. During 2012, U.S. and European consumer packaged goods transaction volume increased by 19 deals to 292, with transaction size increasing to \$8.3 billion. Supporting this growth are several factors, including ample access to favorable financing and strategic acquirers seeking additional growth avenues.

Aggregate Consumer Packaged Goods Transaction Activity



Note: excludes transactions above \$2 billion in enterprise value.
Sources: Standard & Poor's Capital IQ; Duff & Phelps estimate

Notable Transactions – Personal Care Products

Swander Pace Capital / gloProfessional, Inc.

On April 2, 2013, Swander Pace Capital acquired gloProfessional, Inc. from North Castle Partners, LLC. Terms of the transaction were not disclosed. gloProfessional is a developer and marketer of mineral-based cosmetics under the glominerals brand and premium skin care products under the glotherapeutics brand. The company serves dermatologists, cosmetic surgeons, aestheticians, spas and salons both domestically and internationally, as well as specialty retailers.

Procter & Gamble Co. / Arbora & Ausonia, S.L.

On July 20, 2012, Procter & Gamble Co. agreed to acquire its joint venture partner, Agrolimen Group's, 50% stake in Arbora & Ausonia, S.L. for \$1 billion. The acquisition provides P&G an avenue to expand its presence in the feminine care and baby care categories in Spain. With a \$1 billion purchase price, P&G valued the entire joint venture at 1.7x LTM revenues.

L'Oréal SA / Urban Decay Cosmetics, LLC

On November 26, 2012, L'Oréal SA agreed to acquire Urban Decay Cosmetics, LLC, the 100% vegan beauty brand, from Castanea Partners in a deal estimated at \$300 - \$400 million. Urban Decay is highly popular among young consumers who are attracted by the fashion-forward image of the brand. Urban Decay was founded in Los Angeles in 1996 and was acquired by the LVMH Moët Hennessy Louis Vuitton in 2000 before being sold two years later to the Falic Group. In 2009, Urban Decay was acquired by Castanea Partners. In the most recent transaction, L'Oréal paid between 2.3x and 3.1x LTM revenue for Urban Decay as the France-based beauty giant seeks additional growth in two distribution channels: assisted self-service and e-commerce.

Vizstar, Inc. / Kimberly Parry Corporation

On November 21, 2012, charter brokerage supplier Vizstar, Inc. agreed to acquire Kimberly Parry Corporation, the California-based manufacturer of luxury organic spa and personal beauty products. The acquisition is part of Vizstar's strategy of expanding in the organic health and wellness industry.

L'Occitane International SA / Symbiose Cosmetics France SAS

On July 27, 2012, global cosmetics company L'Occitane International SA acquired a 50% stake in Symbiose Cosmetics France SAS, the South Korean manufacturer of skin care products under the Erborian brand name. Founded in 2006, Symbiose and the Erborian brand are known for combining elements from different cultures. According to L'Occitane, the acquisition fits its strategy of building a portfolio of cosmetics brands based on natural ingredients. Additionally, the transaction provides L'Occitane with the flexibility to expand its current network channels and product categories and to globalize the Erborian brand.

L'Oréal SA / Cadum International SA

On April 26, 2012, L'Oréal SA acquired Cadum International SA, a manufacturer and marketer of personal care and home care products in France, for \$264 million or 3.4x 2011 revenue. Prior to the transaction, Cadum was majority-owned by Milestone Capital Partners LLP, who acquired Cadum in 2007 in a leveraged buyout transaction. In acquiring Cadum, L'Oréal is advancing its strategy to gain share in the French beauty market.

Keyline Brands Ltd. / Colgate-Palmolive Co., Soft & Gentle Brand

On December 31, 2012, Soft & Gentle, a subsidiary of Colgate-Palmolive Co., was acquired by Keyline Brands Ltd., the U.K. subsidiary of Godrej Consumer Products Limited. Soft & Gentle, the UK's fourth-largest deodorant brand, generated revenue of \$34.1 million in 2012. The acquisition of Soft & Gentle provides Godrej a platform to expand its presence within the female care market and to bolster its performance in the U.K.

M&A Transaction Analysis

Personal Care Transactions

LTM March 2013

(\$ in millions)

Announced Date	Target Name	Target Business Description	Acquirer Name
4/2/13	gloProfessional, Inc.	Develops and markets skin care, makeup, hair care, and body care products	Swander Pace Capital
2/11/13	Chattem, Inc., Bull Frog Brand	Develops and markets various skin care products	Sun & Skin Care Research, LLC
2/10/13	Jemella Limited	Develops and markets hair care products	Lion Capital LLP
1/25/13	Laboratorio Genove, S.A.	Manufactures and markets cosmetics and pharmaceutical products	AC MARCA, S.A
1/14/13	Innovachem, LLC	Manufactures personal care products	Croda International plc
1/13/13	Lornamead Group Limited	Manufactures and markets personal care products	Li & Fung Limited
12/31/12	Soft & Gentle Brand	Designs and markets female deodorant products	Keyline Brands Ltd.
12/27/12	Ilex Consumer Products Group	Develops and markets bath and body beauty products	Yellow Wood Partners
12/12/12	Bretagne Océan	Manufactures and markets organic health and beauty products	Private Investor
12/6/12	Bionature S.r.l.	Manufactures and markets organic personal care products	Bioera S.p.a
12/14/12	Paula's Choice, Inc.	Provides skin care and cosmetic products	Bertram Capital
11/26/12	Urban Decay Cosmetics, LLC	Develops and markets cosmetic products	L'Oréal SA
11/22/12	Compañía General de Esencias, S.L.	Manufactures various fragrance products	Cosmo International Corp.
11/21/12	Kimberly Parry Organics Inc.	Manufactures and markets organic spa products	Vizstar, Inc.
11/12/12	Lyofal S.A.S.	Develops and markets skin care products	SynerLab SA
11/5/12	SARL SENTAROMATIQUE	Manufactures various perfumes products	J&E Sozio-Descollonges SAS
10/17/12	Biokosma France Sarl	Manufactures natural cosmetics and food supplements	Cosmediet Biotechnie SAS
10/11/12	Quimi Romar S.L.	Manufactures and markets body and hair care products	Realza Capital SGEER, SA
10/5/12	Cadey Srl	Manufactures personal care products	Private Investor
10/1/12	Laboratoires MARTIN-PRIVAT	Manufactures beauty and nutrition products	Private Investor
9/6/12	Physicians Formula Holdings Inc.	Develops and markets cosmetic and skin care products	Markwins International
9/5/12	Parfums de Coeur, Ltd.	Develops and markets various fragrance products	Yellow Wood Partners
9/4/12	Method Products, Inc.	Develops and markets home-cleaning and personal care products	Ecover Belgium NV

Source: Standard & Poor's Capital IQ; company filings and other public sources

M&A Transaction Analysis

Personal Care Transactions

LTM March 2013

(\$ in millions)

Announced Date	Target Name	Target Business Description	Acquirer Name
8/22/12	T&G Apothecary Inc.	Develops and markets hair care products	Private Investor
7/27/12	Symbiose Cosmetics France S.A.S.	Manufactures skin care products	L'Occitane International S.A.
7/20/12	Arbora & Ausonia, S.L.	Manufactures personal hygiene products	Procter & Gamble Co.
7/10/12	Gorbec Pharmaceutical Laboratory	Manufactures cosmetics	HatchBeauty Agency, LLC
7/9/12	CARGO Cosmetics Corp.	Develops and markets professional color cosmetic products	TPR Holdings LLC
7/6/12	Mystic Tan, Inc.	Develops and markets tanning and skin care products	Private Investor
7/3/12	Household and personal products business of Rexam PLC	Develops and markets cosmetics, toiletries and household care products	Albea, Inc.
6/29/12	Only Natural, Inc.	Manufactures and markets body, massage, hair care, and spa products	Union Equity Inc.
6/26/12	Viorica-Cosmetic SA	Manufactures cosmetics	DAAC Hermes Grup S.A.
6/26/12	Certain Brands of The Sun Products Corporation	Develops and markets personal care products	High Ridge Brands Co.
6/20/12	IL PROFUMO s.r.l.	Manufactures perfumes and other personal care products	Valmont Group
6/12/12	Nature's Protein Inc.	Develops and markets hair care products	J. Strickland & Co.
6/8/12	Agera Laboratories	Develops and markets various skin care products	Rohto Pharmaceutical
5/23/12	Multicolor Sp. z o.o.	Manufactures and markets cosmetics	Miraculum Spolka Akcyjna
5/15/12	Institut Cameane SAS	Manufactures cosmetic products	Private Investor
4/26/12	Cosmetica Tecnica SA	Manufactures and markets cosmetics	Grupo Empresas VMV 2000 S.L.
4/26/12	Cadum International SA	Manufactures and markets personal care and home care products	L'Oréal SA
4/24/12	Intercos S.p.A., Madina	Develops and markets cosmetics and personal care products	Gruppo Percassi S.p.A
4/11/12	Sun & Skin Care Research	Manufactures and markets sun and skin care products	Source Capital, LLC
4/6/12	Sudcosmetics	Manufactures organic cosmetic products	Private Investor
4/5/12	Kynx, LLC	Develops and markets hair care products	Curls LLC
4/3/12	Certain Brands of The Dial Corporation	Develops hair care, body wash, female deodorant, and liquid hand wash products	Golden Sun, Inc.
4/2/12	C.O.P.M.E.D Art Medica	Develops and markets dietary supplements and natural cosmetics	INELDEA Laboratories
3/29/12	Beauté de Maman, LLC	Develops health and beauty products	NorthStar Consumer Products, LLC
3/15/12	Rio de Keratin, LLC	Manufactures hair care products	Lasio, Inc.
3/13/12	SAAF International Limited	Manufactures personal care products	The Brand Cloud Limited
3/12/12	Laboratoire Carole Franck	Manufactures and markets cosmetics	Xange Private Equity, S.A.
3/8/12	alessandro International	Markets hand and nail care products	GB Beauty Division GmbH
3/2/12	Osmotics Corporation	Develops skin and hair care products	BHMS Investments
2/27/12	GEKA GmbH	Manufactures cosmetics accessories	3i Group plc

Source: Standard & Poor's Capital IQ; company filings and other public sources

Notable Transactions – Pet Products

Wafra Partners LLC / Phelps Industries, LLC

On January 11, 2013, Wafra Partners LLC, along with Phelps Industries' management team, led by Dick Phelps and Vin Foley, acquired Phelps Industries, LLC. Phelps Industries is a manufacturer and marketer of pet treats and chews that are distributed to major supermarkets and retail pet stores across the United States and internationally. According to the company, the acquisition is part of Wafra Partners' strategy of building a major producer and importer of pet treats, chews and other pet products.

Perrigo Co. / Sergeant's Pet Care Products, Inc.

On September 13, 2012, Perrigo Co. signed a definitive agreement to acquire the assets of Sergeant's Pet Care Products, Inc. from Sowell & Company and others for approximately \$285 million in cash or 2.0x LTM revenue. Omaha, Nebraska-based Sergeant's Pet Care is a manufacturer and marketer of over-the-counter animal health products and pet foods and treats. According to Perrigo, the acquisition allows the company to penetrate the pet care category by offering numerous flea and tick, health and well-being, and consumable products to pet owners.

Swander Pace Capital / Pointer Pet Products Ltd.

On May 29, 2012, Swander Pace Capital acquired U.K. pet treat manufacturer and marketer Pointer Pet Products Ltd. as an add-on acquisition to its existing portfolio company Wholesome Pet Care Ltd.

Merrick Pet Care Inc. / Pet Appeal, Inc.

On April 16, 2012, Pet Appeal, Inc. (dba Castor & Pollux Pet Works), a marketer of organic pet foods and pet-related products, merged with Merrick Pet Care, a manufacturer and marketer of premium pet foods. Merrick was acquired by Swander Pace in early 2011. Combining Pet Appeal and Merrick allows the group to offer multiple brands across natural and organic pet foods.

Radio Systems Corporation / Lucky Litter LLC

On November 30, 2012, Radio Systems Corporation (dba PetSafe) acquired Lucky Litter LLC (dba Brilliant Pet) from Cornerstone Angels. The acquisition strategy allows Lucky Litter to expand its offering in the waste management category as well as in the pet toy market.

M&A Transaction Analysis

Pet Product Transactions

LTM March 2013

(\$ in millions)

Announced Date	Target Name	Target Business Description	Acquirer Name
1/11/13	Phelps Industries, LLC	Manufactures and markets meaty treats and dog chews	Wafra Partners LLC
12/31/12	Thunderworks	Designs and markets pet anxiety products	Encore Consumer Capital
12/17/12	JW Pet Company Inc. and Canine Hardware, Inc.	Designs, manufactures, and markets pet toys and products	Doskocil Manufacturing Company, Inc.
12/14/12	Roger Skinner Limited	Manufactures dry dog food	Private Investor
12/3/12	Darford International, Inc.	Manufactures and markets dog treats and food	Private Investor
11/30/12	Lucky Litter LLC	Manufactures and markets various pet care products	Radio Systems Corporation
10/4/12	Sharples and Grant Limited	Designs, manufactures, and markets various pet products	Pet Products Group GmbH
9/28/12	Arovit Acquisitions ApS	Manufactures pet foods	C&D Foods Ltd.
9/13/12	Sergeant's Pet Care Products, Inc.	Manufactures and markets pet supplies	Perrigo Co.
7/9/12	Villeneuve Pet Food S.A.S.	Manufactures and markets pet foods	Continentale Nutrition SA
6/26/12	Stanven SAS	Manufactures pet foods	SARIA Bio-Industries AG
6/19/12	Dicksons Pet Foods Limited	Manufactures and markets animal feed products	Private Investor
6/12/12	Continentale Nutrition SA	Manufactures and markets pet foods	SODICA Capital Investissement
5/29/12	Pointer Pet Products Ltd.	Manufactures and markets pet treats and biscuits	Swander Pace Capital
5/18/12	Lavakan	Manufactures dog and cat washing and drying systems	Electrodomésticos Taurus, S.L.
4/16/12	Pet Appeal, Inc.	Manufactures organic and natural food products	Merrick Pet Care Inc.
4/11/12	Cranswick Pet Products Limited	Manufactures pet foods and accessories	Edham Limited
3/14/12	Wanimo, S.A.	Manufactures and markets animal nutrition products	Private Investor
3/2/12	pitti Heimtierprodukte GmbH	Manufactures pet foods and accessories	Dehner GmbH & Co. KG.
2/28/12	Fe-Lines, Inc.	Manufactures and markets various pet products	Pioneer Pet Products, LLC

Source: Standard & Poor's Capital IQ; company filings and other public sources

Notable Transactions – Sporting Goods Products

Umbro International Ltd. / Iconix Brand Group, Inc.

On October 24, 2012, Iconix Brand Group, Inc. acquired Umbro International Ltd. from Nike Inc. for approximately \$225 million, or 1.0x LTM revenue. Nike bought Umbro in 2008 for approximately \$483.7 million in an attempt to reach more customers in Europe as it tried to surpass Adidas AG as the world's largest soccer products company. In 2009, Nike was forced to write down the value of Umbro by over \$200 million as the unit continued to struggle with declining sales. According to Nike, the sale of Umbro to Iconix is part of Nike's strategy of focusing on its highest-potential growth opportunities. Iconix owns 29 brands, including Candie's shoes, Mossimo, Marc Ecko, and Badgley Mischka, which it licenses to various manufacturers.

UM Holdings Ltd. / Cybex International Inc.

On October 17, 2012, manufacturer of exercise equipment Cybex International Inc. entered into a go-private merger agreement with a newly-formed, wholly-owned subsidiary of UM Holdings Ltd., a New Jersey-based venture capital and private equity company. The transaction values Cybex at \$43 million, an 89% premium over the closing price of Cybex's common stock the day prior. Following the merger, Cybex will be solely owned by UM, John Aglialoro (Cybex's chairman and CEO) and Joan Carter (director of Cybex), who prior to the transaction collectively owned approximately 49.5% of Cybex's common stock. Additionally, the transaction values Cybex at 0.4x LTM revenue and 5.7x LTM EBITDA.

EZ Gard Industries, Inc. / Cutters Gloves LLC

On June 25, 2012, EZ Gard Industries (dba Shock Doctor, Inc.) acquired sports glove manufacturer and marketer Cutters Gloves LLC. According to the deal announcement, Shock Doctor, known for its industry-leading mouthguards and protective sports gear, saw Cutters Gloves as a highly strategic acquisition target with a complementary product offering and similar sales channels.

Black Diamond, Inc. / POC Sweden AB

On June 7, 2012, Black Diamond, Inc. acquired outdoor sports equipment company POC Sweden AB for approximately \$57 million or 2.5x LTM revenue. The acquisition bolsters Black Diamond's product offering in the outdoor and action sports equipment market. POC Sweden was founded in 2004 and is known for its snowboard and ski protective gear, including body armor, goggles, sunglasses, and gloves.

Bauer Performance Sports Ltd. / Cascade Helmets Holdings, Inc.

On June 13, 2012, Bauer Performance Sports Ltd. agreed to acquire sports helmet and eyewear manufacturer and marketer Cascade Helmets Holdings, Inc. for approximately \$82 million. The acquisition of Cascade expands Bauer's presence in the lacrosse and field hockey equipment industry and complements Bauer's Maverik brand, which offers lacrosse sticks, shafts, and protective gear. Additionally, the transaction provides Bauer with greater manufacturing flexibility by utilizing Cascade's existing facilities to manufacture Bauer products. The transaction values Cascade at 3.7x LTM revenue and 14.3x LTM EBITDA.

TaylorMade Golf Company, Inc. / Adams Golf Inc.

On March 19, 2012, TaylorMade Golf Company, Inc. acquired Adams Golf Inc. for approximately \$89 million, or 0.7x LTM revenue and 9.6x LTM EBITDA. The acquisition of Adams Golf strengthens TaylorMade's ability to market to players seeking game-improvement clubs, as well as women and seniors, segments that Adams Golf has historically performed well in.

M&A Transaction Analysis

Sporting Goods Transactions

LTM March 2013

(\$ in millions)

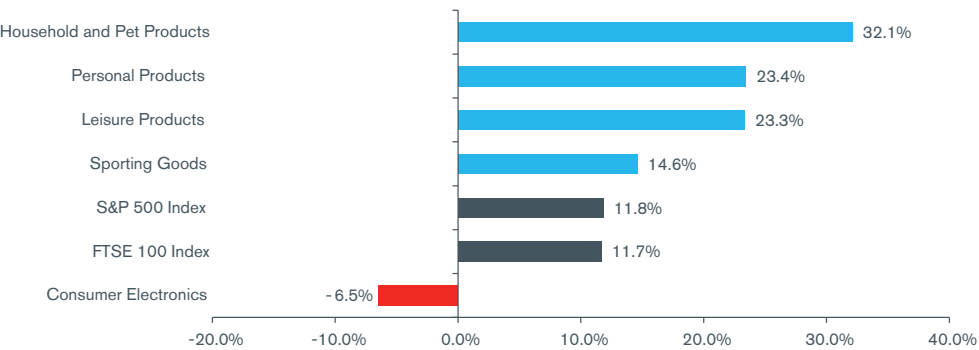
Announced Date	Target Name	Target Business Description	Acquirer Name
2/9/2013	Extreme Fitness, Inc.	Manufactures and markets strength training equipment	GoodLife Fitness Centers, Inc.
1/16/2013	K-Swiss Inc.	Designs, develops, and markets athletic and lifestyle footwear, apparel, and accessories	E. Land World Company, Ltd.
1/8/2013	Kwik Tek, Inc.	Manufactures water sports products	Guardian Capital
1/4/2013	Backcountry Access, Inc.	Manufactures and markets various ski and snow safety products	K2 Sports
12/17/2012	Sporten, A.S.	Manufactures and markets skis and snowboards	Wres A.S.
12/10/2012	Heelys, Inc.	Designs and markets action sports-inspired products	Sequential Brands Group, Inc.
12/3/2012	Aldila Inc.	Designs, manufactures, and markets graphite golf club shafts and graphite arrows	Mitsubishi Rayon America, Inc.
11/30/2012	Monnet Eurl	Manufacture apparel for sports and outdoor activities	Private Investor
11/30/2012	Cajun Archery, Bowfishing Assets	Manufactures and markets bowfishing equipment and accessories	Bear Archery, Inc.
11/26/2012	Eastern Mountain Sports, Inc.	Outdoor and action sports retailer	Versa Capital Management, Inc.
11/12/2012	PRO-TEC Brand	Manufactures and markets helmets, and other protective gear products	DYE Precision Inc.
11/8/2012	L3 Corp.	Designs and markets fitness equipment and accessories	Private Investor
10/26/2012	Lacoste S.A.	Designs, develops, and markets club and sports clothing, shoes, and other related goods	Maus Freres SA
10/24/2012	Umbro International Ltd.	Designs, develops, and markets team sports apparel and accessories	Iconix Luxembourg Holdings SÀRL
10/17/2012	Cybox International Inc.	Designs, and markets strength and cardiovascular fitness equipment	UM Holdings Ltd.
10/10/2012	Inaria International Inc.	Manufactures and markets apparel and accessories for team sports	Bauer Performance Sports Ltd.
9/24/2012	PIEPS GmbH	Manufactures and markets various ski and snow safety products	Black Diamond, Inc.
9/21/2012	Etonic Worldwide LLC	Manufactures sports footwear and accessories	Etonic Holdings, LLC
7/31/2012	Magnum Fitness Systems	Designs and manufactures fitness equipment	Johnson Health Tech
7/17/2012	High Sierra Sport	Manufactures various bags and outdoor sports products	Samsonite International S.A.
7/13/2012	True Temper Sports Inc.	Manufactures golf club components and performance tubing products	Lincolnshire Management, Inc.
7/13/2012	Helly Hansen AS	Designs and markets outdoor and action sports apparel and accessories	Teachers' Private Capital
7/3/2012	American Rodsmiths, Inc.	Manufactures fishing rods	Evcarco, Inc.
6/25/2012	Cutters Gloves LLC	Designs and manufactures gloves for use in various sports	EZ GARD Industries, Inc.
6/18/2012	Frabill Inc.	Manufactures various fishing products	Plano Molding Co Inc.
6/13/2012	Cascade Helmets Holdings, Inc.	Designs, develops, and markets lacrosse and field hockey helmets and eyewear products	Bauer Performance Sports Ltd.
6/7/2012	POC Sweden AB	Designs and markets sporting gear and equipment	Black Diamond, Inc.
6/5/2012	C.C. Filson Company, Inc.	Manufactures and markets outdoor apparel, footwear, and accessories	Bedrock Manufacturing Co.
5/7/2012	Float Tech, Inc.	Designs and markets life vests for the watersports	FT Systems Inc.
5/3/2012	Anvil Holdings Inc.	Designs, manufactures, and markets activewear	Gildan Activewear Inc.
5/1/2012	Prince Sports, Inc.	Manufactures products for racquet sports	Authentic Brands Group LLC
5/1/2012	Dragon Alliance LLC	Designs and markets action sports eyewear and accessories	Marchon Eyewear, Inc.
4/20/2012	Augusta Sportswear	Manufactures and markets apparel and accessories for team sports	Kelso & Company
4/4/2012	Top-Flite	Designs and markets golf equipment and accessories	American Sports Licensing, Inc.
3/19/2012	Adams Golf Inc.	Designs, develops, and markets golf clubs and other related products	Taylor Made Golf Company, Inc.
2/27/2012	Airowear Limited	Manufactures and markets protective sports apparel and accessories	Charles Owen & Co Ltd.

Source: Standard & Poor's Capital IQ; company filings and other public sources

Public Company Commentary

With the exception of the consumer electronics segment, publicly-traded consumer goods companies realized significant equity value growth over the last 12 months. Bolstered by improving consumer sentiment and falling unemployment, household and pet products, leisure products, sporting goods and personal products posted gains that outpaced both the S&P 500 and FTSE 100 indices.

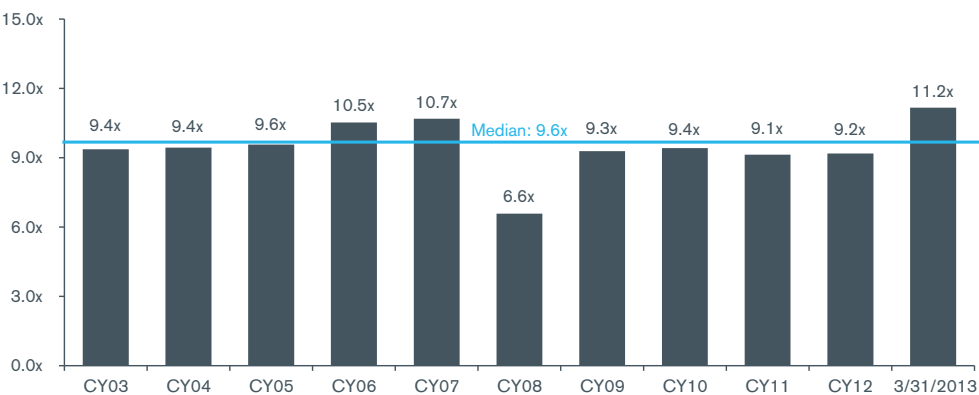
Sub-Industry - One-Year Price Changes as of March 29, 2013



Sources: Standard & Poor's Capital IQ; Duff & Phelps estimate

Median EBITDA multiples for publicly-traded consumer packaged goods companies ended 2012 at 9.2x, representing a premium to the 10-year median of 9.6x. Valuation improvements currently are primarily due to higher stock prices for consumer packaged goods companies.

Historical Consumer Packaged Goods EBITDA Multiples



Sources: Standard & Poor's Capital IQ; Duff & Phelps estimate

Appendix

Public Comparable Company Analysis

(\$ in millions)

Personal Products	% of 52-Week High	Enterprise Value	EBITDA Margin		Revenue Growth			Enterprise Value /					
								Revenue			EBITDA		
			CY12	CY13	CY12	CY13	CY14	LTM	CY13	CY14	LTM	CY13	CY14
Avon Products Inc.	87.9%	\$10,928	8.6%	9.5%	-5.1%	0.8%	3.6%	1.02x	1.01x	0.98x	11.9x	10.6x	9.2x
Ales Groupe	80.6%	257	8.3%	7.5%	4.3%	7.0%	6.8%	0.99x	0.93x	0.87x	12.0x	12.4x	8.5x
Beiersdorf AG	99.4%	18,526	15.0%	15.5%	8.8%	1.5%	5.1%	2.33x	2.29x	2.18x	15.5x	14.8x	13.3x
Church & Dwight Co. Inc.	99.9%	9,489	21.6%	21.9%	6.3%	11.5%	4.3%	3.25x	2.91x	2.79x	15.0x	13.3x	12.2x
Colgate-Palmolive Co.	99.6%	59,562	25.9%	26.1%	2.1%	4.0%	5.6%	3.49x	3.35x	3.17x	13.5x	12.8x	11.9x
Elizabeth Arden, Inc.	80.9%	1,479	11.7%	12.9%	8.1%	7.8%	4.7%	1.12x	1.04x	0.99x	9.6x	8.1x	7.6x
Energizer Holdings Inc.	99.5%	7,938	18.7%	20.0%	-2.3%	1.7%	1.7%	1.74x	1.71x	1.68x	9.3x	8.6x	8.3x
Herbalife Ltd.	51.3%	4,017	18.1%	17.1%	17.9%	13.4%	9.5%	0.99x	0.87x	0.79x	5.5x	5.1x	4.6x
Kimberly-Clark Corporation	100.0%	43,830	18.9%	19.5%	1.0%	1.6%	3.3%	2.08x	2.05x	1.98x	11.0x	10.5x	10.1x
L'Occitane International	85.5%	4,218	20.6%	21.0%	14.1%	21.0%	13.8%	3.30x	2.73x	2.40x	16.1x	13.0x	11.2x
L'Oreal SA	99.4%	93,138	20.2%	20.2%	12.1%	1.2%	5.9%	3.14x	3.11x	2.94x	15.6x	15.4x	14.3x
Nu Skin Enterprises Inc.	73.5%	2,432	17.2%	17.6%	24.4%	8.4%	7.9%	1.12x	1.03x	0.96x	6.5x	5.9x	5.3x
Oriflame Cosmetics SA	79.8%	2,180	13.9%	13.6%	1.2%	-3.3%	3.1%	1.11x	1.15x	1.11x	8.0x	8.5x	8.0x
Procter & Gamble Co.	99.0%	238,759	23.6%	23.0%	-0.4%	3.3%	4.0%	2.87x	2.77x	2.67x	12.1x	12.1x	11.2x
PZ Cussons plc	96.0%	2,804	14.1%	14.8%	1.9%	0.3%	5.7%	2.03x	2.03x	1.92x	14.5x	13.7x	12.6x
Reckitt Benckiser Group plc	97.3%	55,153	28.4%	27.5%	5.3%	-1.1%	4.5%	3.55x	3.59x	3.43x	13.1x	13.1x	12.5x
Revlon, Inc.	94.8%	2,275	17.3%	20.1%	3.2%	4.2%	4.8%	1.60x	1.53x	1.46x	9.2x	7.6x	7.2x
Sally Beauty Holdings Inc.	98.1%	6,633	16.1%	17.3%	6.7%	5.6%	6.2%	1.86x	1.76x	1.66x	11.6x	10.2x	9.2x
SCA Hygiene Products SE	98.0%	4,634	11.6%	NA	-0.2%	NA	NA	0.87x	NA	NA	7.5x	NA	NA
Estée Lauder Inc.	96.3%	24,802	18.1%	18.7%	5.7%	6.6%	6.5%	2.48x	2.33x	2.19x	13.7x	12.4x	11.1x
Tupperware Brands Corp.	99.3%	4,913	17.2%	17.8%	0.0%	5.9%	5.9%	1.90x	1.80x	1.69x	11.1x	10.1x	9.3x
Unilever plc	99.2%	130,039	15.9%	16.5%	12.1%	0.5%	6.1%	1.92x	1.91x	1.80x	12.1x	11.6x	10.8x
Median	97.6%		17.3%	17.8%	4.8%	4.0%	5.6%	1.91x	1.91x	1.80x	11.9x	11.6x	10.1x
Mean	91.6%		17.3%	18.0%	5.8%	4.9%	5.7%	2.03x	2.00x	1.89x	11.6x	10.9x	9.9x

Pet Products	% of 52-Week High	Enterprise Value	EBITDA Margin		Revenue Growth			Enterprise Value /					
								Revenue			EBITDA		
			CY12	CY13	CY12	CY13	CY14	LTM	CY13	CY14	LTM	CY13	CY14
Central Garden & Pet Co.	68.4%	\$843	6.5%	7.6%	2.5%	2.5%	NA	0.50x	0.49x	NA	7.7x	6.4x	NA
OurPet's Company	70.6%	13	5.2%	NA	2.5%	NA	NA	0.65x	NA	NA	12.6x	NA	NA
Median	69.5%		5.8%	7.6%	2.5%	2.5%	NA	0.58x	0.49x	NA	10.1x	6.4x	NA
Mean	69.5%		5.8%	7.6%	2.5%	2.5%	NA	0.58x	0.49x	NA	10.1x	6.4x	NA

Source: Standard & Poor's Capital IQ; company filings and other public sources

Appendix

Public Comparable Company Analysis

(\$ in millions)

Sporting Goods	% of 52-Week High	Enterprise Value	EBITDA Margin		Revenue Growth			Enterprise Value /					
								Revenue			EBITDA		
			CY12	CY13	CY12	CY13	CY14	LTM	CY13	CY14	LTM	CY13	CY14
Adidas AG	97.3%	\$21,023	9.5%	10.8%	13.4%	1.1%	6.7%	1.07x	1.06x	0.99x	11.3x	9.8x	8.4x
Amer Sports Corp.	96.4%	573	8.4%	NA	11.4%	NA	NA	0.21x	NA	NA	2.5x	NA	NA
Accell Group NV	83.0%	616	5.7%	6.8%	24.8%	8.1%	3.8%	0.61x	0.56x	0.54x	10.6x	8.3x	7.8x
Bauer Performance Sports	96.5%	619	13.4%	16.3%	8.5%	10.6%	5.7%	1.59x	1.43x	1.36x	11.8x	8.8x	8.6x
Black Diamond, Inc.	85.7%	325	7.3%	5.7%	20.6%	25.2%	19.7%	1.85x	1.48x	1.23x	NM	NM	15.2x
Callaway Golf Co.	90.7%	528	-6.2%	4.4%	-5.9%	2.0%	6.0%	0.63x	0.62x	0.59x	NM	14.3x	9.0x
Lululemon Athletica Inc.	76.9%	8,415	30.7%	28.2%	36.4%	19.4%	21.9%	6.14x	5.16x	4.24x	20.1x	18.3x	13.9x
Johnson Outdoors Inc.	99.5%	227	8.1%	NA	2.6%	NA	NA	0.54x	NA	NA	6.7x	NA	NA
Nautilus Inc.	95.3%	203	7.1%	8.6%	7.5%	7.9%	10.9%	1.04x	0.97x	0.87x	14.6x	11.2x	8.9x
Nike Inc.	97.9%	49,135	13.2%	14.8%	15.1%	2.5%	8.3%	1.92x	1.87x	1.73x	14.5x	12.7x	11.3x
PUMA SE	88.7%	4,154	5.3%	11.1%	10.3%	-1.1%	5.0%	0.96x	0.97x	0.93x	18.3x	8.8x	7.8x
Under Armour, Inc.	84.0%	5,099	13.7%	13.9%	24.6%	21.3%	20.0%	2.78x	2.29x	1.91x	20.3x	16.5x	13.3x
Jarden Corp.	96.8%	7,798	11.4%	12.4%	0.2%	5.4%	2.9%	1.16x	1.11x	1.07x	10.2x	8.9x	8.3x
V.F. Corporation	98.8%	19,863	15.9%	16.8%	15.0%	6.2%	7.8%	1.83x	1.72x	1.59x	11.5x	10.2x	9.4x
Columbia Sportswear Co.	96.6%	1,641	10.5%	10.6%	-1.4%	0.5%	7.1%	0.98x	0.98x	0.91x	9.3x	9.3x	8.3x
Median	96.4%		9.5%	11.1%	11.4%	6.2%	7.1%	1.07x	1.11x	1.07x	11.5x	10.0x	8.9x
Mean	92.3%		10.3%	12.3%	12.2%	8.4%	9.7%	1.55x	1.56x	1.38x	12.4x	11.4x	10.0x

Other Consumer Packaged Goods	% of 52-Week High	Enterprise Value	EBITDA Margin		Revenue Growth			Enterprise Value /					
								Revenue			EBITDA		
			CY12	CY13	CY12	CY13	CY14	LTM	CY13	CY14	LTM	CY13	CY14
De' Longhi S.p.A.	92.3%	\$2,477	15.2%	14.3%	-13.4%	11.9%	7.3%	1.23x	1.10x	1.02x	8.1x	7.7x	6.9x
Dorel Industries Inc.	97.3%	1,580	7.5%	8.4%	5.3%	3.2%	5.7%	0.63x	0.61x	0.58x	8.5x	7.3x	6.6x
Fenix Outdoor AB	96.3%	410	15.5%	16.7%	16.7%	5.9%	4.9%	1.57x	1.48x	1.41x	10.1x	8.9x	8.3x
Fiskars Oyj	89.2%	1,935	12.2%	11.4%	2.2%	8.1%	3.4%	1.96x	1.82x	1.76x	16.0x	15.9x	14.8x
Garmin Ltd.	65.2%	5,080	24.8%	23.0%	-1.6%	-6.6%	-1.5%	1.87x	2.00x	2.03x	7.5x	8.7x	8.1x
Hasbro Inc.	99.5%	6,404	18.3%	18.6%	-4.6%	0.8%	3.4%	1.57x	1.55x	1.50x	8.5x	8.3x	8.0x
InterParfums SA	94.4%	427	15.3%	13.3%	13.5%	-33.5%	-7.7%	0.73x	1.09x	1.18x	4.7x	8.2x	8.6x
Mattel, Inc.	99.5%	15,276	21.1%	21.8%	2.5%	5.8%	4.0%	2.38x	2.25x	2.16x	11.3x	10.3x	9.7x
McBride plc	80.4%	456	6.3%	7.2%	-3.0%	-4.4%	3.9%	0.36x	0.38x	0.37x	5.7x	5.3x	4.9x
Newell Rubbermaid Inc.	100.0%	9,220	15.3%	15.6%	0.6%	2.5%	3.5%	1.56x	1.52x	1.47x	10.2x	9.8x	9.1x
SEB SA	85.5%	4,210	11.4%	11.9%	4.0%	-0.3%	4.5%	0.79x	0.79x	0.75x	6.9x	6.6x	6.1x
Spectrum Brands Holdings	99.3%	6,140	13.8%	15.4%	3.1%	33.0%	2.0%	1.88x	1.41x	1.38x	13.6x	9.2x	8.6x
Svenska Cellulosa	100.0%	23,076	16.3%	16.3%	10.7%	7.6%	2.0%	1.76x	1.64x	1.60x	10.8x	10.0x	8.9x
TomTom NV	70.7%	997	15.2%	14.3%	-15.7%	-13.9%	-2.4%	0.72x	0.83x	0.85x	4.7x	5.8x	5.5x
WD-40 Company	99.0%	825	17.6%	16.6%	3.7%	3.0%	3.2%	2.34x	2.27x	2.20x	13.3x	13.7x	12.6x
Median	96.3%		15.3%	15.4%	2.5%	3.0%	3.4%	1.57x	1.48x	1.41x	8.5x	8.7x	8.3x
Mean	91.2%		15.1%	15.0%	1.6%	1.5%	2.4%	1.42x	1.38x	1.35x	9.3x	9.0x	8.4x

EBITDA: Earnings Before Interest, Taxes, Depreciation, and Amortization

Note: Enterprise value / revenue multiples greater than 10.00x and enterprise value / EBITDA multiples greater than 25.0x are deemed not meaningful. as of 3/29/13

Source: Standard & Poor's Capital IQ; company filings and other public sources

Select Consumer Products Transactions

Buy Side Advisor

Zumiez Inc. has acquired Blue Tomato

zumiez

Exclusive financial advisor to Zumiez Inc.

Sell Side Advisor

Eastern Mountain Sports, Inc. has been acquired by Versa Capital Management, LLC



Exclusive financial advisor to Eastern Mountain Sports, Inc.

Sell Side Advisor

Ultra Stores, Inc. has been acquired by Signet Jewelers

ULTRA DIAMONDS

Exclusive financial advisor to Ultra Stores, Inc.

Board Advisory

Cybex International, Inc. has been acquired by UM Holdings Ltd.



Financial advisor to the board of directors of Cybex International, Inc.

Board Advisory

NBTY, Inc., a portfolio company of The Carlyle Group, has completed a leveraged dividend recapitalization transaction



Financial advisor to the board of directors of NBTY, Inc.

Sell Side Advisor

Country Fresh, LLC has completed a recapitalization transaction with Eos Partners, L.P.



Exclusive financial advisor to Country Fresh, LLC

Board Advisory

Bradshaw Holdings, LLC, a portfolio company of Arbor Investments, has completed a leveraged dividend recapitalization transaction



Financial advisor to the board of directors of Bradshaw Holdings, LLC

Board Advisory

Farley's & Sathers Candy Company, Inc. has been acquired by Ferrara Candy Company, Inc.



Financial advisor to the board of directors of Farley's & Sathers Candy Company, Inc.

Board Advisory

Fortune Brands, Inc. has completed the spin-off of Fortune Brands Home & Security, Inc.



Financial advisor to the board of directors of Fortune Brands, Inc.

Board Advisory

Sequential Brands Group, Inc. has acquired Brand Matter, LLC



Financial advisor to the special committee of the board of directors of Sequential Brands Group, Inc.

Board Advisory

Wells Enterprises, Inc. (Blue Bunny) has completed a leveraged dividend recapitalization transaction



Financial advisor to the board of directors of Wells Enterprises, Inc.

Board Advisory

Collective Brands, Inc., a portfolio company of Golden Gate Capital and Blum Capital Partners, L.P., has completed a leveraged dividend recapitalization transaction



Financial advisor to the board of directors of Collective Brands, Inc.

Contacts

US Contacts

Josh Benn

Managing Director,
Head of Consumer Investment Banking
+1 212 450 2840
joshua.benn@duffandphelps.com

Peter Rosenberg

Managing Director
+1 415 693 5320
peter.rosenberg@duffandphelps.com

Farzad Mukhi

Vice President
+1 424 249 1661
farzad.mukhi@duffandphelps.com

Jeffrey Rizzo

Analyst
+1 424 249 1772
jeffrey.rizzo@duffandphelps.com

UK Contact

Paul Teuten

Managing Director
+44 20 7715 6770
paul.teuten@duffandphelps.com

For more information about our global locations and expertise visit:

www.duffandphelps.com

About Duff & Phelps

As a leading global financial advisory and investment banking firm, Duff & Phelps leverages analytical skills, market expertise and independence to help clients make sound decisions. The firm advises clients in the areas of valuation, M&A and transactions, restructuring, alternative assets, disputes and taxation – with more than 1,000 employees serving clients from offices in North America, Europe and Asia. For more information, visit www.duffandphelps.com.

Investment banking services in the United States are provided by Duff & Phelps Securities, LLC; Pagemill Partners; and GCP Securities, LLC. Member FINRA/SIPC. Transaction opinions are provided by Duff & Phelps, LLC. M&A advisory and capital raising services in the United Kingdom and Germany are provided by Duff & Phelps Securities Ltd., which is authorized and regulated by the Financial Conduct Authority.