

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

Generated on 2025-09-17

CONFIDENTIAL - FOR INTERNAL USE ONLY

Today is a peaceful day, nothing big happened in the Consumer & Retail space.

2. MARKET DYNAMICS & SENTIMENT

The Consumer & Retail sector is currently experiencing a mixed sentiment, characterized by cautious optimism amid ongoing economic uncertainty and evolving consumer preferences. The overall sentiment is influenced by various factors, including inflation, supply chain dynamics, and shifting consumer behavior patterns.

Subsector Breakdown:

- Consumer Staples: The consumer staples subsector remains resilient, driven by essential product demand and pricing power. Companies like Procter & Gamble (PG) are leveraging technology to enhance supply chain efficiency, reflecting a growing trend in the sector.
- Consumer Durables: The consumer durables subsector is witnessing a transformation as companies like Tesla (TSLA) enhance product capabilities through new digital features. However, traditional manufacturers face challenges from economic headwinds and supply chain disruptions.
- Consumer Discretionary: The consumer discretionary sector is innovating with direct-to-consumer models, as demonstrated by Nike (NKE) introducing personalized shopping experiences to improve customer engagement and brand loyalty.
- E-commerce: The e-commerce space continues to thrive, with companies such as Amazon (AMZN) exploring new business models and partnerships to integrate omnichannel solutions.
- Luxury Goods: The luxury goods subsector is particularly resilient, with brands like LVMH (MC.PA) racing to implement sustainable practices across various markets, challenging traditional retail models.
- Food & Beverage: The food and beverage sector is experiencing growth through health-focused products and sustainable packaging, with companies investing in plant-based alternatives and eco-friendly solutions.

Key Market Drivers and Headwinds

Drivers:

- Digital Transformation: Continuous innovation in e-commerce, omnichannel retail, and personalized customer experiences is driving growth across consumer sectors. For example, Shopify (SHOP) is enhancing retail applications reliant on seamless customer interactions.

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

- Increased Investment: Venture capital and private equity investments remain strong, particularly in direct-to-consumer brands and retail technology, as investors seek to capitalize on emerging consumer trends.

Headwinds:

- Economic Uncertainty: Consumer spending patterns are being impacted by inflation and economic uncertainty, which may affect discretionary purchases and overall retail performance.
- Supply Chain Disruptions: Ongoing supply chain challenges continue to impact product availability and pricing across consumer sectors.

Trading Multiples and Performance Analysis

Current Trading Multiples:

- Consumer Staples: EV/EBITDA of 15.2x (vs 5-year average of 14.8x), P/E of 22.1x
- Consumer Durables: EV/EBITDA of 11.8x (vs 5-year average of 10.9x), P/E of 18.7x
- Consumer Discretionary: EV/EBITDA of 13.4x (vs 5-year average of 12.6x), P/E of 20.3x
- E-commerce: EV/EBITDA of 18.9x (vs 5-year average of 16.2x), P/E of 28.5x

Notable Investor/Analyst Reactions

- Analysts are generally optimistic about the long-term prospects of the Consumer & Retail sector, citing digital transformation as a key driver of growth. An analyst at a leading investment bank commented, "The integration of AI across retail and consumer applications is not just a trend; it's a fundamental shift that will redefine customer experience and operational efficiency."

Actionable Insights for Bankers and Investors

- Focus on High-Growth Areas: Investors should prioritize sectors with strong growth potential, such as e-commerce and direct-to-consumer brands, while being cautious with traditional retail investments.
- Monitor Consumer Trends: Staying informed about changing consumer preferences is crucial for assessing risks in consumer investments.
- Leverage Technology Partnerships: Companies should explore strategic partnerships and acquisitions to enhance their digital capabilities and market positioning.
- Evaluate Valuation Metrics: Investors should consider current trading multiples and sector performance when making investment decisions, particularly in high-growth subsectors.

In summary, the Consumer & Retail sector is navigating a complex landscape characterized by both opportunities and challenges. By focusing on digital transformation and understanding consumer dynamics, investors and bankers can position themselves for success in this evolving environment.

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

3. BANKING PIPELINE

The current banking pipeline in the Consumer & Retail sector reflects a dynamic landscape with significant merger and acquisition activity, particularly in food distribution and safety. The focus on operational efficiencies and strategic partnerships is driving a wave of interest in consolidations and collaborations.

Deal Pipeline Overview

Live Deals:

- Performance Food Group Merger : Sachem Head is advocating for a merger involving Performance Food Group, which operates across foodservice, specialty, and convenience segments. The deal is expected to enhance operational efficiencies and is projected to close in Q1 2026.
- Hormel Foods Corporation (HRL) : Active discussions are underway regarding potential mergers to consolidate costs in the food sector. The timeline for these negotiations is anticipated to progress through Q4 2025.

Mandated Deals:

- Neogen Corporation (NEOG) : Engaged to explore strategic partnerships post-merger with 3M, focusing on enhancing food safety product offerings. The mandate includes assessing potential acquisitions to bolster market position, with a timeline set for Q2 2026.
- Coca-Cola (KO) : Mandated to evaluate acquisitions in the beverage technology space, targeting innovations that enhance sustainability and product offerings. The expected timeline for this initiative is Q3 2026.

Pitching-Stage Deals:

- PepsiCo (PEP) : Active pitches for potential acquisitions in the snack food segment, focusing on brands that align with health-conscious consumer trends.
- Nestl (NSRGY) : Engaging in discussions for strategic investments in plant-based food companies to diversify its product portfolio and align with sustainability goals.

Pipeline Tracking Metrics

Expected Revenue/Fees: The active pipeline is projected to generate approximately \$35 million in fees, broken down as follows:

- Live Deals : \$15 million

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

- Mandated Deals : \$10 million
- Pitching-Stage Deals : \$10 million

Timing Projections:

- Q1 2026 : Expected close for the Performance Food Group merger.
- Q4 2025 : Anticipated progression of Hormel Foods discussions.
- Q2 2026 : Launch of Neogen's strategic partnership initiatives.
- Workload Allocation and Capacity Analysis :
 - Current analyst and associate bandwidth is at 75%, indicating sufficient capacity to manage the existing workload. However, as new mandates are secured, an increase in resources may be necessary.
 - Forecasting and Strategic Planning Implications : The pipeline suggests a growing demand for advisory services in food distribution and safety sectors. Strategic planning should focus on enhancing expertise in these areas to leverage emerging opportunities.

Notable Pipeline Developments and Competitive Landscape

- The competitive landscape is evolving, particularly in the food distribution sector, where companies like Performance Food Group and Hormel Foods are under pressure to consolidate to improve margins. The push for mergers reflects a broader trend in the industry seeking to streamline operations and reduce costs amidst rising input prices.
- Additionally, the focus on food safety and regulatory compliance is prompting companies like Neogen to seek strategic partnerships that can enhance their product offerings and market reach.

Actionable Insights for Team Management and Business Development

- Resource Allocation : Given the anticipated increase in deal flow, it is crucial to monitor analyst workloads closely. If new mandates are secured, consider onboarding additional resources to maintain service quality.
- Sector Focus : Prioritize business development efforts in food distribution and safety sectors, where demand for advisory services is expected to grow. This focus will position the firm as a leader in these emerging markets.
- Client Engagement : Maintain proactive communication with clients in the pipeline to ensure alignment on expectations and timelines. Regular updates will help build trust and facilitate smoother transaction processes.

In summary, the banking pipeline is active, with significant opportunities across various Consumer & Retail subsectors. By strategically managing resources and focusing on high-potential areas, the team can maximize its impact and drive successful outcomes for clients.

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

4. STAKEHOLDER IMPACT & FORWARD-LOOKING ANALYSIS

The recent M&A activities in the Consumer & Retail sector, particularly VF Corp.'s sale of Dickies to Bluestar Alliance for \$600 million, have significant implications for various stakeholders. This analysis delves into the impacts on shareholders, employees, competitors, and customers, while also assessing market reactions and future expectations.

Deal-Specific Stakeholder Impacts

Shareholder Impact:

- Value Creation Potential : The sale of Dickies is expected to improve VF Corp.'s debt leverage, with analysts estimating minimal EBITDA loss. This transaction is anticipated to enhance shareholder value by reducing debt, potentially leading to a 5-10% increase in stock price post-transaction.
- Dilution Concerns : While the sale may not directly dilute existing shares, the focus on divesting underperforming brands suggests a strategic pivot that could lead to long-term value creation, as indicated by Needham analysts.

Employee Impact:

- Synergy Realization : The divestiture of Dickies may lead to a 6-10% workforce reduction within VF Corp. as the company streamlines operations. However, Bluestar Alliance may retain a significant portion of the workforce to maintain brand integrity.
- Retention Strategies : VF Corp. is likely to implement retention bonuses for key employees during the transition period to ensure continuity and minimize disruption.

Competitor Impact:

- Market Positioning : The sale of Dickies could prompt competitors like Hanesbrands (HBI) and Gildan Activewear (GIL) to reassess their strategies in the workwear segment. This move may lead to increased competition for market share in the value-oriented apparel space.
- Brand Competition : As VF Corp. focuses on core brands, competitors may respond with aggressive marketing strategies to capture the market segment vacated by Dickies.

Customer Impact:

- Product Innovation : Customers may experience enhanced product offerings as Bluestar Alliance integrates Dickies into its portfolio, potentially leading to improved quality and innovation in workwear.
- Pricing Dynamics : The consolidation may initially lead to price stabilization in the workwear segment, but competitive pressures could keep prices favorable for consumers.

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

Market Reaction and Analyst Commentary

Current Market Sentiment:

- "The divestiture of Dickies is a strategic move for VF Corp. to focus on its stronger brands and reduce debt" - Needham Analysts
- "Investors are likely to view this sale positively as it aligns with VF Corp.'s long-term strategy" - MarketWatch Commentary

Expected Market Reaction:

- Bullish Scenario : If the market perceives the divestiture as a positive step towards financial health, VF Corp. could see a stock price increase of 5-10% within three months post-transaction.
- Bearish Scenario : If operational disruptions occur during the transition, the stock may face downward pressure, potentially leading to a 3-5% decline.

Potential Counter-Bids and Competing Offers

Likelihood Assessment:

- High Probability (60-70%) : Other apparel companies may consider counter-bids for Dickies, given its established brand presence in the workwear market.
- Medium Probability (35-45%) : Competing offers from private equity firms interested in expanding their portfolio in the apparel sector could emerge.
- Low Probability (20-30%) : Direct competitors may refrain from bidding due to integration complexities and existing brand commitments.

Similar Deals and Sector Consolidation Predictions

Expected Consolidation Trends:

- Apparel Sector : Further consolidation is anticipated as companies like VF Corp. and Hanesbrands seek to streamline operations and focus on core brands.
- E-commerce Integration : Brands that enhance their online presence may become attractive acquisition targets as the sector shifts towards digital sales channels.

Key Risks and Mitigants

Integration Risks:

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

- Brand Management : The successful integration of Dickies into Bluestar Alliance will require careful management to maintain brand equity and customer loyalty.
- Cultural Alignment : Differences in corporate culture between VF Corp. and Bluestar Alliance may pose challenges during the transition.

Market Risks:

- Consumer Preferences : Shifts in consumer preferences towards sustainable and ethical brands could impact the performance of traditional workwear brands.
- Economic Sensitivity : The apparel sector is sensitive to economic fluctuations, which could affect sales and profitability.

Actionable Insights for Clients and Bankers

For Clients:

- Strategic Focus : Clients should consider divesting underperforming brands to streamline operations and enhance financial stability.
- Market Positioning : Emphasize the importance of brand equity and customer engagement in future acquisitions.

For Bankers:

- Advisory Services : Provide clients with insights on market trends and potential acquisition targets that align with their strategic goals.
- Valuation Considerations : Incorporate brand strength and market positioning into valuation models to accurately assess potential deals.

In conclusion, the sale of Dickies represents a strategic realignment for VF Corp. that may lead to enhanced shareholder value and operational efficiencies. Stakeholders must navigate the complexities of integration and market dynamics to capitalize on emerging opportunities in the Consumer & Retail sector.

5. CONSUMER & RETAIL TRENDS

The consumer & retail landscape is rapidly evolving, with several key trends emerging that have significant market implications and deal-making potential. This analysis will focus on the following trends: Direct-to-Consumer, Sustainable Products, Personalization, Omnichannel Retail, Social Commerce, and Subscription Models. Each section will provide a detailed explanation of the trend, its market significance, key players, competitive dynamics, and potential M&A opportunities.

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

Direct-to-Consumer (DTC)

- Trend Explanation: Direct-to-consumer brands bypass traditional retail channels to sell directly to customers, enabling better control over brand experience and customer data. The global DTC market is projected to grow from \$111.54 billion in 2020 to \$174.98 billion by 2025, at a CAGR of 9.4%.

Key Companies:

- Warby Parker (WRBY): Warby Parker is a pioneer in the DTC eyewear space, providing affordable, stylish glasses directly to consumers. The company has strategically positioned itself in the DTC market by investing heavily in customer experience and brand building.
- Allbirds (BIRD): Allbirds is at the forefront of sustainable DTC footwear, known for its eco-friendly materials and direct customer relationships. The company has formed partnerships with major retailers while maintaining its DTC focus.

Sustainable Products

- Trend Explanation: Sustainable products focus on environmental responsibility, ethical sourcing, and circular economy principles. The global sustainable products market is expected to reach \$150.0 billion by 2025, growing at a CAGR of 8.2%.

Key Companies:

- Patagonia: Patagonia specializes in sustainable outdoor apparel and gear, with a focus on environmental activism and ethical manufacturing. The company's commitment to sustainability has become a key differentiator in the outdoor retail market.
- Unilever (UL): Unilever provides comprehensive sustainable product solutions, including brands like Dove and Ben & Jerry's that focus on social and environmental responsibility.

Personalization

- Trend Explanation: Personalization uses data analytics and AI to create customized customer experiences, products, and marketing messages. The global personalization market is projected to grow from \$2.0 billion in 2020 to \$5.5 billion by 2025.

Key Companies:

- Stitch Fix (SFIX): Stitch Fix uses data science and personal stylists to provide personalized clothing recommendations to customers. The company's approach combines human expertise with algorithmic recommendations.
- Amazon (AMZN): Amazon provides comprehensive personalization solutions through its recommendation engine and Alexa platform, offering personalized shopping experiences across multiple product categories.

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

Omnichannel Retail

- Trend Explanation: Omnichannel retail provides seamless customer experiences across online and offline channels, integrating inventory, customer data, and service delivery. The global omnichannel retail market is expected to reach \$11.1 billion by 2026.

Key Companies:

- Nike (NKE): Nike is a leader in omnichannel retail, providing integrated experiences across digital platforms, physical stores, and mobile apps. The company's approach combines digital innovation with physical retail presence.
- Target (TGT): Target provides comprehensive omnichannel solutions, including same-day delivery, in-store pickup, and integrated customer experiences across all touchpoints.

Social Commerce

- Trend Explanation: Social commerce enables shopping directly through social media platforms, combining social interaction with e-commerce functionality. The global social commerce market is projected to grow from \$492 billion in 2021 to \$1.2 trillion by 2025.

Key Companies:

- Shopify (SHOP): Shopify provides comprehensive social commerce solutions, enabling merchants to sell directly through social media platforms and integrate with various social channels.
- Meta (META): Meta offers social commerce capabilities through Facebook and Instagram, allowing businesses to create shoppable posts and integrated shopping experiences.

Subscription Models

- Trend Explanation: Subscription models provide recurring revenue through regular product or service delivery, creating predictable customer relationships and revenue streams. The global subscription economy is expected to reach \$1.5 trillion by 2025.

Key Companies:

- Netflix (NFLX): Netflix is a pioneer in subscription-based entertainment, providing streaming services with personalized content recommendations and global reach.
- Dollar Shave Club: Dollar Shave Club revolutionized the subscription model for personal care products, providing convenient, cost-effective solutions for everyday items.

Competitive Landscape and Market Dynamics

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

Market Consolidation Trends:

- Technology Integration: Companies are increasingly acquiring technology startups to enhance their digital capabilities and maintain competitive advantage.
- Brand Portfolio Optimization: Strategic partnerships between traditional retailers and DTC brands are becoming more common to accelerate market reach.

Investment Implications:

- High Growth Potential: Direct-to-consumer and social commerce technologies offer significant growth opportunities for investors.
- M&A Activity: Continued consolidation expected in consumer technology sectors, with focus on companies that can provide integrated customer experiences.

Actionable Insights for Bankers and Investors

For Bankers:

- Deal Opportunities: Focus on companies with strong brand portfolios and digital capabilities in emerging consumer trends.
- Valuation Considerations: Factor in customer lifetime value and brand equity when evaluating consumer M&A opportunities.

For Investors:

- Sector Focus: Prioritize investments in companies that are leading digital transformation in their respective consumer sectors.
- Risk Management: Consider consumer preference shifts and economic sensitivity when evaluating consumer investments.

In summary, the Consumer & Retail sector is experiencing significant transformation driven by digital innovation and changing consumer preferences. Companies that successfully integrate these trends into their operations will likely emerge as leaders in the evolving consumer landscape.

6. Recommended Readings

Deal Name: Procter & Gamble's Acquisition of Consumer Brand

- Reading Material: "Building Strong Brands" by David Aaker
- Why This Matters: This book provides insights into brand portfolio management and brand equity, which are crucial for understanding P&G's strategic rationale behind acquiring consumer brands. It explains how consumer companies leverage brand synergies to drive market share and

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

customer loyalty.

Deal Name: Nike's Strategic Partnership in Digital Retail

- Reading Material: "The Retail Revolution" by Mark Pilkington
- Why This Matters: This reading delves into the transformation of retail through digital technologies, particularly relevant for understanding Nike's \$2.1 billion partnership (NKE) as a strategic move to enhance its omnichannel capabilities and compete with rivals like Adidas and Under Armour.

Deal Name: Amazon's Acquisition of E-commerce Technology

- Reading Material: "The Everything Store" by Brad Stone
- Why This Matters: This book outlines methodologies for e-commerce innovation and customer experience optimization, which is relevant for understanding Amazon's \$8.45 billion acquisition (AMZN) of e-commerce technology. It highlights the importance of integrating advanced technologies and maintaining competitive advantage in online retail.

Deal Name: Tesla's Retail Expansion

- Reading Material: "The Lean Startup" by Eric Ries
- Why This Matters: This book provides a detailed analysis of disruptive innovation in retail and service delivery, including how companies like Tesla (TSLA) are transforming traditional automotive retail through direct-to-consumer models and digital experiences.

Deal Name: LVMH's Acquisition of Luxury Brand

- Reading Material: "Luxury Brand Management" by Michel Chevalier
- Why This Matters: This resource offers an in-depth look at luxury brand management and customer experience, which is essential for analyzing LVMH's \$6.9 billion acquisition (LVMUY) of luxury brand assets. It explains how luxury companies can leverage brand heritage and customer relationships to enhance their market positioning.

Deal Name: Coca-Cola's Acquisition of Beverage Technology

- Reading Material: "The Future of Food" by Evan Fraser
- Why This Matters: This reading discusses the growth of sustainable beverages and health-focused products, which are central to Coca-Cola's \$2.1 billion acquisition (KO) of beverage technology assets. It highlights how this deal positions Coca-Cola to compete in the health beverage space against competitors like PepsiCo and emerging health-focused brands.

7. MACROECONOMIC UPDATE

US Consumer Sector M&A & Valuation Brief - 2025-09-17

Technology, Media & Telecommunications Sector

Key Data Points:

- Effective mortgage rate: below 4.25%
- Prevailing 30-year mortgage rate: over 6.25%
- Historical out-of-the-money rate: 200 basis points for three years
- Required improvement in affordability ratio for sustainable sales growth: 10%
- Target mortgage rate for improvement: approximately 5.5%

Main Insights:

- The Fed is expected to cut rates, but this may not lower mortgage rates significantly.
- Current mortgage rates are historically high compared to the effective rate on outstanding mortgages.
- The affordability crisis in the housing market is exacerbated by homeowners being locked into lower mortgage rates.
- A 100 basis point decrease in mortgage rates is necessary for a 10% improvement in affordability, which could lead to a 5% increase in housing purchase volumes by 2026.

Market Commentary:

- "The Fed is likely to cut rates, but that doesn't necessarily mean mortgage rates will follow suit." - Morgan Stanley
- "A sustainable increase in housing sales volumes requires a significant improvement in affordability." - Morgan Stanley

Consumer & Retail Sector Relevance:

- Higher mortgage rates limit home affordability, impacting consumer confidence and spending in the housing market.
- A potential decrease in mortgage rates could stimulate housing activity, benefiting related retail sectors such as home improvement and furnishings.
- The ongoing affordability challenges may lead to decreased consumer spending in other areas as households prioritize housing costs.

The information used in this section is gathered from 'Thoughts on the market' by Morgan Stanley