The race for game-changing transformation and strategic growth

Consumer & Retail M&A trends 2019

Global Deal Advisory

March 2019

---

kpmg.com/dealadvisory

Contents

Foreword

Change is the new normal in the Consumer and Retail (C&R) sector today and industry players are responding more proactively to keep up with the evolving behavior of today's maturing global consumers. Amid the strong influence of millennials and Gen Y on global consumption, increased consumer spending and the opening up of emerging markets, sector players are being challenged to transform business models and optimize use of digital technology to meet the preferences and expectations of increasingly savvy and informed consumers. In response to this dynamic environment, the 2018 M&A market was largely driven by consolidation, expansion into high-growth geographies, portfolio strategy, technology innovation and product premiumization.

The United States (US) remained the top deal market, contributing approximately 20 percent of total deal volume and 36 percent of total announced deal value in 2018. Food and drink (F&D) companies drove the activity across high-growth segments and competed for larger market share. The market also saw high-profile consolidations as players pursued synergies and efficiencies. Meanwhile, Asia Pacific's deal activity increased amid the opening of new deal corridors between the US and Australia, China/Japan and Europe, and among Asian neighboring countries.

Looking ahead, economic uncertainty and geopolitical tensions are expected to impact investor confidence and M&A activity. However, remaining relevant and delivering value to shareholders in a disruptive environment will continue to dominate the agenda amid economic volatility. Innovative disruptors will continue to outperform established players and investors will prefer these companies while strategically scouting for assets.

Portfolio optimization will remain a key theme as investors continue to focus on growth and capital redeployment. Mature C&R companies will also look to optimize internal structures – without compromising on corporate synergies – in anticipation of M&A transactions.

Digital transformation will also be front and center as investors pursue alliances and partnerships, in addition to M&A deals, to get closer to the customer and to remain competitive.

Across the subsectors, we will see increased M&A activity in these growing categories: healthy non-alcoholic beverages (coffee, tea, water, functional drinks); healthy foods and ingredients; skin care; consumer health and pet products. These categories are demonstrating particularly strong growth compared to the rest of the sector and will attract investors. In the retail world, online players will be among the preferred acquisition targets.

In conclusion, we anticipate a mixed 2019 as corporate and PE players seek growth amid political and economic uncertainty, but at the same time being more selective in their M&A decisions. Global deal volume in 2019, therefore, will likely decline amid pockets of growth in attractive categories and markets.

We hope that our annual update on the C&R M&A market will help you navigate the market opportunities and challenges ahead and make the right strategic decisions in 2019. Happy reading.

Nicola

Nicola Longfield
Global Consumer & Retail Deal Advisory Lead

Did our 2018 predictions come to pass?

1. **Improving global outlook to boost M&A in Consumer & Retail sector:**
   – Deal volume declined 13 percent[1] while overall M&A announced deal value increased 7 percent.[1]

2. **Consolidation in the sector to continue in 2018: Corporates will target businesses and markets with sustainable growth:**
   – Consolidation remained the key sector theme, with big players in coffee, healthy beverages and ingredients, to name a few, changing the industry's competitive landscape.

3. **With Health and Wellness on top of the agenda, players pushed to diversify:**
   – Consumer companies continued to diversity into health products and new market segments.

4. **Large players continuing to rethink portfolios; transformative big-ticket deals may be in store:**
   – Companies focused on strategic portfolio reviews and investing in their core businesses.
   – Activist investors also played a role in accelerating value creation, including non-core disposals to enhance portfolio value.

5. **China to continue exploring cross-border deals, Americas and Europe remain favorites:**
   – China's outbound investments into Europe (deal volume down by 47%)[1] and the US (deal volume down by 33%)[1] decreased but remained a major focus for its sector players.

6. **Japanese firms to eye attractive targets in Europe and the US and shift attention to Asian neighbors for growth:**
   – Japan's cross-border investments into European (deal volume up by 57%)[1] and Asian (deal volume up by15%)[1] geographies increased by healthy margins.

7. **Foreign investors find India attractive as government introduces investor-friendly regulatory reforms:**
   – India witnessed significant deal-making (deal volume up by 13%)[1] and increased interest from cross-border investors.
   – Notable 2018 deals included Walmart acquiring a majority stake in Flipkart, and Unilever's acquisition of Horlicks business from GSK.

8. **Many European countries to see an upside in M&A:**
   – Germany, the United Kingdom (UK) and Switzerland experienced strong deal volume while other European nations felt the negative impact of economic volatility.

9. **Disruption and market pressures are pushing retailers to react quickly and rethink their operating models and consider strategic corporate actions:**
   – The retail sector saw several high-profile defensive consolidation transactions in response to the competitive market and the continuing trend toward omni-channel transformation.
   – We also expected the Retail sector to experience more bankruptcies and we witnessed quite a few (26 announcements)[2] in 2018.

10. **Casual dining: another M&A surge in the US and Asia expected:**
    – Deal making surged in Europe (deal volume up by 16%)[1] but declined in the US (deal volume down by 16%)[1] and the Asia-Pacific (deal volume down by 7%)[1] region.

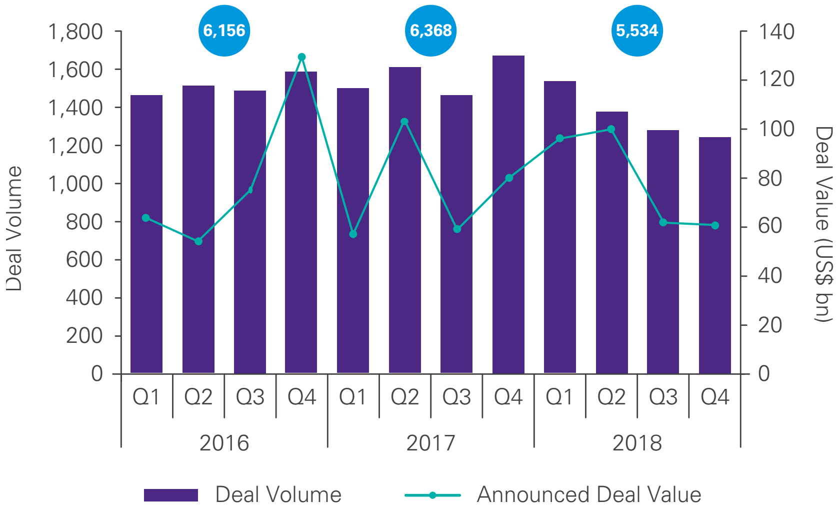
Realized   Partially Realized

1. Thomson ONE Banker, accessed in Jan 2019

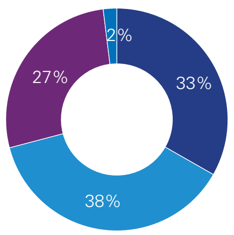
2. Capital IQ, accessed in Jan 2019

2018 Review

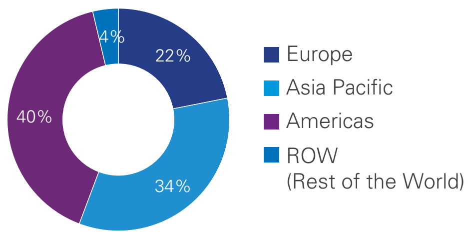
Global C&R M&A Volume & Value



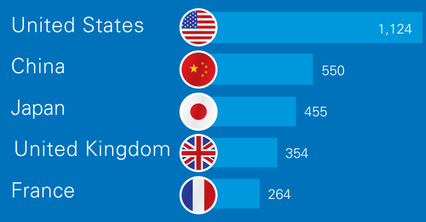
Deal Volume - distribution by region 2018



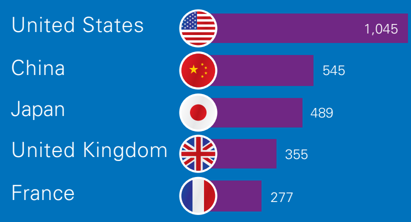
Announced Deal Value - distribution by region 2018



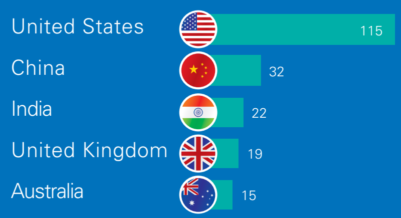
Top Targets - By Volume 2018



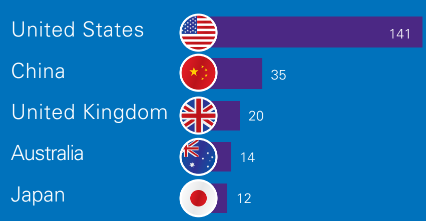
Top Acquirers - By Volume 2018



Top Targets - by Announced Value (US$ billion) 2018



Top Acquirers - by Announced Value (US$ billion) 2018



Largest Announced C&R Deals – 2018

Target Name	Sub Sector	Target Country	Acquirer Name	Acquirer Country	Announced Deal Value (*)
Dr Pepper Snapple Group Inc	F&B	US	Keurig Green Mountain Inc	US	US$26.6 billion
Flipkart Group (77% stake)	Retail	India	Walmart Inc	US	US$16 billion
Pinnacle Foods Inc	F&B	US	Conagra Brands Inc	US	US$10.8 billion
ASDA Group Ltd **	Retail	UK	J Sainsbury PLC	UK	US$10 billion
Sears Holdings Corp	Retail	US	ESL Investments Inc	US	US$9.7 billion
Blue Buffalo Pet Products Inc	Consumer Products	US	General Mills Inc	US	US$8 billion
Starbucks Corp-Marketing Rights	Retail	US	Nestle SA	Switzerland	US$7.5 billion
Frutarom Industries Ltd	F&B	Israel	International Flavors & Fragrance	US	US$7 billion
Amer Sports Oyj	Consumer Products	Finland	Mascot Bidco Oy (Chinese Investor Consortium)	Finland/China	US$6.3 billion
Costa Ltd	F&B	UK	Coca-Cola Co	US	US$5.1 billion

Note: *Announced Deal Value includes net debt; ** The CMA's review of Sainsbury's /Asda merger is ongoing at the date of this report. The CMA statutory deadline for reaching a final decision is 30 April 2019.

Source: Thomson ONE Banker, accessed in Jan 2019

KPMG's Hot Picks:

Our summary of key trends that will shape the 2019 global M&A landscape

1. Portfolio optimization: creating the right mix

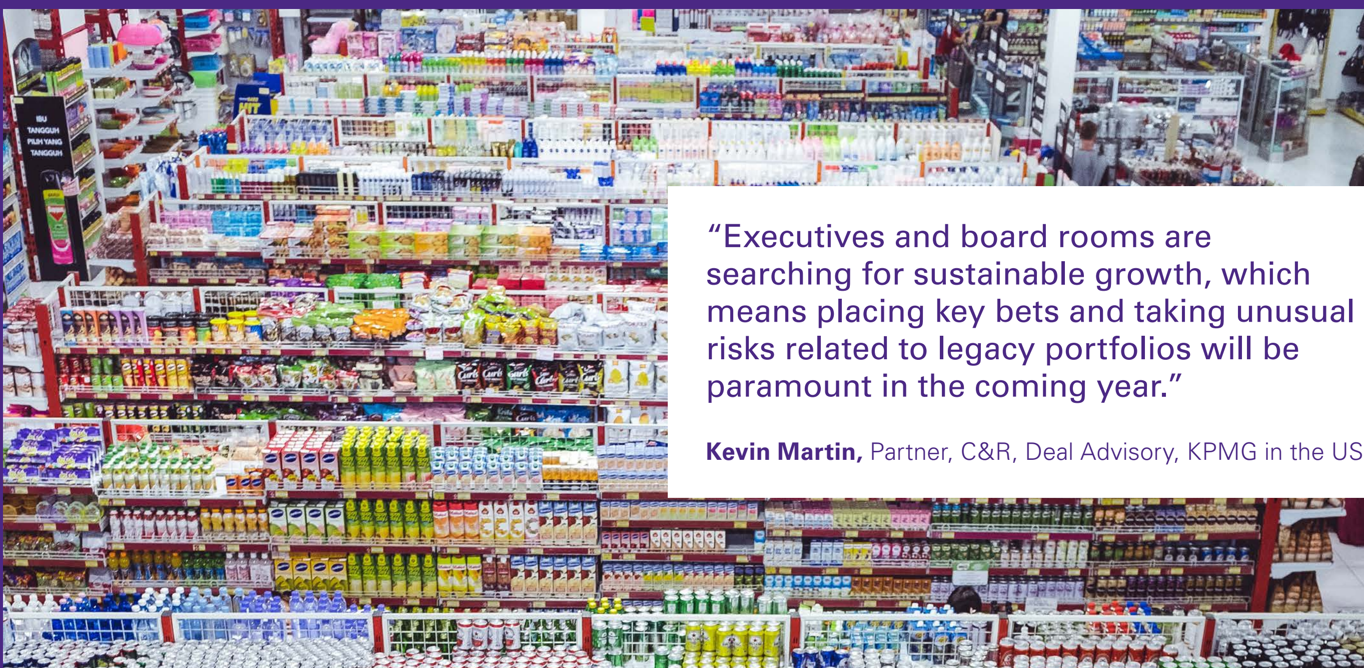
Board rooms have been experiencing much discussion regarding 'How to achieve growth?' and 'How to remain competitive?' amid the most-disruptive environment they've seen in years. Managers are pursuing top-line growth, organically or inorganically, and constantly looking for new revenue streams, growing market share and entering new markets.

Portfolio optimization remains a key theme of C&R deal making, as corporates reshape portfolios in response to changing consumer behaviors.

Some are consolidating in parallel or investing in adjacent high-growth categories, while others are deploying capital on core businesses by disposing non-core operations that can fit better with a more suitable owner.

Last year marked many such high-profile transactions and announcements evidencing this trend, including Campbell Soup's announcement[3] to focus on Campbell Snacks and Campbell Meals and Beverages in its core North American market, while divesting non-core Campbell International (including Arnott's and the Kelsen Group) and Campbell Fresh. Another example is Coca-Cola[4] making its coffee-market debut by acquiring Costa, while refranchising bottling operations across the globe.

Big companies will continue executing significant transformational deals as investors actively chase solid growth and shareholder value. This, coupled with activist investors expanding their board room power, should prompt more corporates to make 'brave' strategic decisions in the year ahead.



"Executives and board rooms are searching for sustainable growth, which means placing key bets and taking unusual risks related to legacy portfolios will be paramount in the coming year."

Kevin Martin, Partner, C&R, Deal Advisory, KPMG in the US

3. Campbell Soup announces key changes,

4. Coca-Cola completes Costa acquisition

2. Businesses respond as consumers pursue healthy, ethical and authentic products

As consumers focus on healthier eating, sustainable consumption and ethically sourced food, consumer assets with health-and-wellness and authentic attributes have sparked greater interest among corporate and private-equity players in the last few years. In 2018 alone, 14 percent[5] of all C&R deals* exceeding US$100 million executed by large acquirers (with sales US$1 billion and above) involved assets with 'healthy' attributes, most notably PepsiCo's[6] acquisition of SodaStream International for US$3.2 billion and Keurig Dr. Pepper's[7] US$525 million acquisition of CORE Nutrition, a nutrient-enhanced bottled water business. Consumers are also showing their preference for green, ethically-produced products that reflect their own environmentally-aware lifestyles. The rise of the conscious customer will continue as consumers base their buying decisions on many factors beyond price. Deal multiples in this space also exceeded the average for the sector, implying the high asset value of such transactions: 17.3x EV:EBITDA for Health & Wellness targets vs. average sector multiple of 12.3x EV:EBITDA (2018).[5]

> "The health & wellness segment is big and companies know it. M&A is the preferable way to get their portfolio right, and quickly too. With consumers willing to pay for a high social and environmental ethos, it is a win-win for both consumers and manufacturers."
>
> **Nicola Longfield,** Global DA Consumer & Retail Lead

Health and wellness is multi-dimensional for the entire industry and meeting customer expectations is a key challenge for today's C&R businesses. From industry sub-sectors to geographical regions, each treat health and wellness distinctively: Grocery retailers may look at bringing in organic/natural food offerings. Food manufacturers invest in 'sugar free' and vegan, sustainable products. Beverage players acquire plant-based and alternate-drink assets. And cosmetic players look at natural/organic ingredient offerings. The key is for each player to rapidly develop a productive strategy in the race to remain competitive and profitable.

Businesses realize the potential of health and wellness and mature companies are looking to capitalize on this consumer trend via strategic M&A. We, therefore, will see the number of health-and-wellness driven deals grow in the year ahead. We expect activity to be dominated by the food-and-drinks subsector, especially in the non-alcoholic beverages space, followed by cosmetics and pet products.

*Note: The deal volume is calculated for acquirers with sales US$1 billion and above and transaction size US$100 million and above.

---

5. KPMG analysis, Thomson ONE Banker and Capital IQ, accessed in Jan 2019
6. Press Release: PepsiCo Completes Acquisition of SodaStream International Ltd
7. Keurig Dr. Pepper to Acquire Core®, a Premium Enhanced Beverage Company

3. The race for game-changing digital transformation continues

We are seeing continued wide acceptance of today's innovative digital disruptors and ground-breaking e-commerce platforms. In retail alone, e-commerce is forecast to become the largest channel by 2021[8], accounting for 15.4 percent of global 2021 sales. Forward-looking players are taking digital transformation right to the core of their businesses. While businesses are investing in digital to expand distribution channels and customer reach, improving the customer experience across all channels is also critical, enhancing and extending it from in-store shopping to all sales channels in ways that ensure fast delivery, customer satisfaction and brand loyalty.

Investment in game-changing technology solutions is a key part of the strategy for retailers and they will continue to transform their business models and customer-facing processes and channels either through M&A (acquisition of tech/digital-enabled assets) or through alliances and partnerships with tech players. One example is Carrefour's[9] alliance with Google to develop a customized shopping experience that lets consumers use smart-assistance tools via Google Home technology as well as smartphones. Retailers who are not agile enough to transform in the digital age – either in-house or through M&A – run the risk of falling behind or subject to a distressed M&A sooner or later.

At the other end, established online players may have passed the times of maximum growth and will have to look at shifting their business models toward profitability in order to become more attractive to mainstream investors.

Amid fragile brand loyalty amongst millennial consumers, manufacturers will also continue to redefine their models, providing direct-to-consumer platforms and solutions offering convenient and customizable customer experiences. Transformational partnerships or alliances with tech players will also play a key role and influence M&A deal making in the year ahead. Manufacturers are shifting their mindset from being a 'brand business' to being a modern 'digital business.' A good example is L'Oreal's[10] recent acquisition of augmented-reality company Modiface, whose patented beauty app helps users visualize makeup and hairstyles on themselves. It's just one ground-breaking initiative that goes far beyond traditional product enhancement.

> "Even the biggest brands ought to worry about staying relevant as consumer's demand is rapidly evolving. This means giving a hard look at your business model and especially for large groups keeping an open mind to small digital companies which may go a long way to transforming the impact and the relationship with your customers."
>
> **Barema Bocoum,** Partner, C&R, Deal Advisory, KPMG in France

8. Euromonitor Data, accessed in Jan 2019
9. Press Release: Carrefour and Google sign strategic partnership
10. L'Oréal acquires Modiface

Markets: What to expect in 2019?

US: Continued strong fundamentals fuel deal optimism into 2019

After an exceptionally strong deal environment in 2017 (up 26 percent over 2016 deal volume)[11], the US C&R M&A market finished 2018 with more-modest results down 21 percent over 2017's total transactions and 4 percent of total announced deal value[11] and similar to 2016 deal volume. That said, US M&A activity remained robust and contributed the largest share to global C&R deals in 2018: approximately 20 percent[11] of deal volume and 36 percent of announced deal value.

"While market fluctuations and trade policy vagaries affect deals and deal psychology, the overall deal environment in the United States remains quite strong," said **Mark Belford**, co-head of US Consumer & Retail Investment Banking Practice, **"as evidenced by the economy's continued delivery of the core fundamentals, namely solid corporate profits across a wide variety of industries, low unemployment, low interest rates and positive consumer sentiment. This view carries into 2019, as the underlying economic reasons supporting deal optimism – coupled with the vast, complex and rapidly converging nature of the companies defining the future of the consumer marketplace – are solidly intact."**

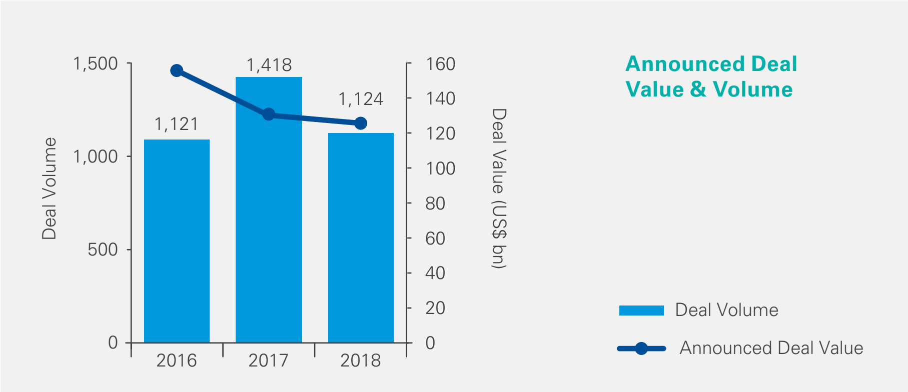
In line with the global market, 2019 will likely see some economic uncertainty that will push corporates eastward toward Asia and Japan for growth amid weaker US domestic growth. In December 2018, the Federal Reserve cut 2019 GDP growth estimates from 3.1 percent (2018E) to 2.3 percent (2019E)[12]. This may be coupled with tighter liquidity conditions, rising wages and trade tensions.

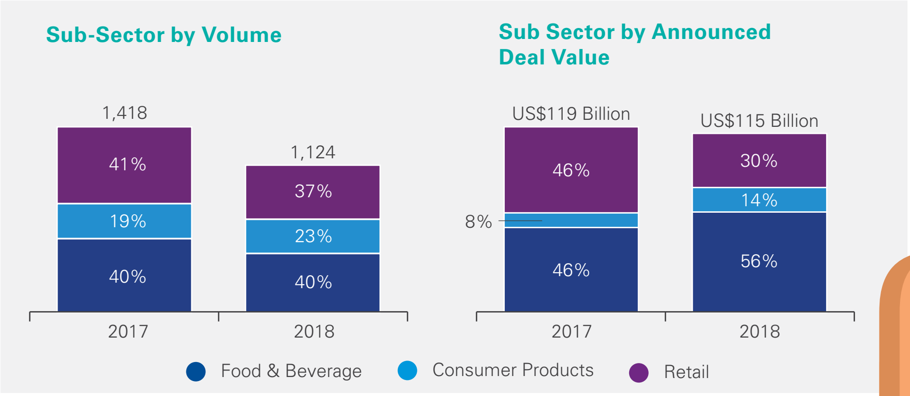
US domestic activity will be led by continued activism in the market, where deeply resourced activist investors will push for transformation across all segments to restructure portfolios and create shareholder value. In 2018, the number of investor-activism campaigns increased by 30 percent[13] from 10 such 2017 announcements in the C&R sector. Activist investors are increasingly influencing business strategies, with many of them leading to M&A. Setting a benchmark, 2017 saw activist investors globe over pouring more than $60 billion into about 200 listed companies, twice as much as in 2016.[14] The investment reached US$5 billion in 2018.[15] We will see this trend continuing in 2019.

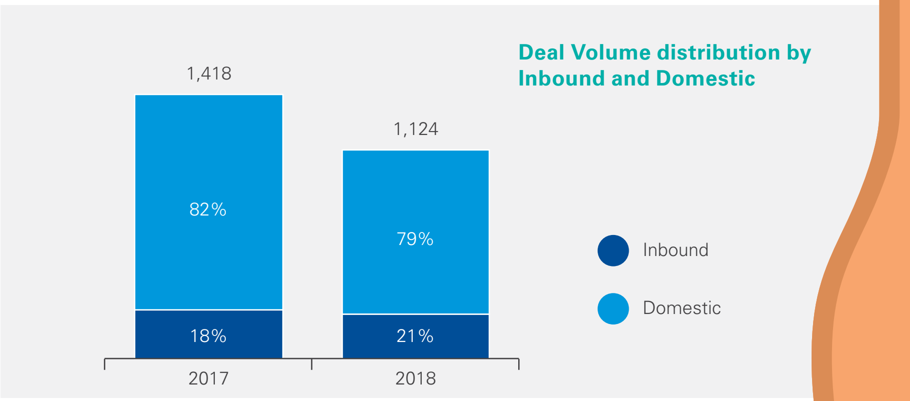
Large corporates are very focused on portfolio optimization, partly a result of growing competition from private-label and authentic fast-growing brands. These large players will continue to invest in focused brand assets – driving more deals for small and medium-sized brands – in order to accelerate innovation and to increase market share and divestment of non-core assets.

11. Thomson ONE Banker, accessed in Jan 2019
12. FOMC Press release, 18 Dec 2018,
13. CapitalIQ, accessed in Jan 2019
14. How Big a Year Was 2018 for Shareholder Activists? Very.
15. Activist investors are more powerful than ever

United States







Source: KPMG analysis, Thomson ONE Banker, accessed in Jan 2019

Note: Inbound means the Target company is located in the US while the Acquirer company is based in a country outside the US
Domestic means both Target and Acquirer are based in the US

Europe: Quality to dominate quantity

Europe witnessed a mixed year of M&A deal making during 2018, with a 10-percent increase[16] in total announced deal value, driven by mega deals such as Amer Sports acquisition by Chinese investor consortium (US$6 billion).[17] However, the region witnessed an 18-percent deal[16] count decline in 2018, largely driven by a continuous drop in consumer confidence.[18] This impacted the mid-market M&A landscape, which accounts for a significant majority of European deal volume and the availability of attractive assets in high growth categories.

In 2019, we will see a different deal dynamic in the mid-market sector versus large-cap corporates. Mid-market activity is likely to be hit by potential volatility amid Brexit, Germany's manufacturing slowdown and the changing political situation in some major European economies, bringing the number of transactions down. On the other end, large-cap global and pan-European players will pursue their long-term strategies despite the imminent or short-term uncertainties driven by macroeconomic factors, focusing their attention on high-growth markets and sub-sectors. Amid the ambiguity, shifting consumer behavior will continue to drive M&A in the region, with players doing niche investments that command high valuations as they compete for high-quality assets.

Whilst private equity funds continue to be attracted to the consumer sector and look to invest through the cycle, Brexit uncertainty and consumer confidence has adversely impacted sentiment. On the other side, limited availability of high-quality assets has also resulted in lower C&R deal activity across Europe. Looking ahead, Brexit negotiations, geopolitical volatility and economic unpredictability will impact PE investment decisions in the consumer sector in the year ahead. Given the level of dry powder though, PE funds will continue to look for good quality opportunities (backing strong management teams to deliver, even in a difficult economic backdrop) – and targets which can demonstrate faster growth/a higher level of digital maturity/a disruptor or protected from possible disruption'. Non-core corporate carve-outs will also continue to be of significant interest.

In the retail world, we anticipate a different picture. Retailers will focus on getting their business model right. We therefore expect the retail space to produce more distressed M&A deals amongst the players who are negatively impacted by the digital trend.

"As with previous downturns, the consumer M&A market has become bifurcated – very high valuations for strong, niche or digital consumer assets alongside insolvencies and restructuring for weaker, traditional retail businesses."

Rob Baxter, Partner, C&R, Deal Advisory, KPMG in the UK

"We expect traditional retail transactions to continue to struggle in the next few years until retailers are able to adapt their business model to the new competitive environment against digital pure players, and to the consumers' yearning for a customized and relevant experience."

Barema Bocoum, Partner, C&R, Deal Advisory, KPMG in France

Source: KPMG analysis, Thomson ONE Banker, accessed in Jan 2019

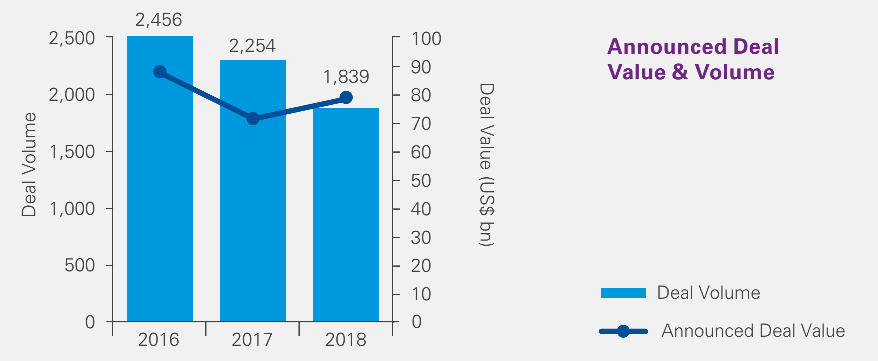
16. Thomson ONE Banker, accessed in Jan 2019

17. Mascot Bidco Oy commences the voluntary recommended public cash tender offer for all the issued and outstanding shares in Amer Sports Corporation

18. Trading Economics

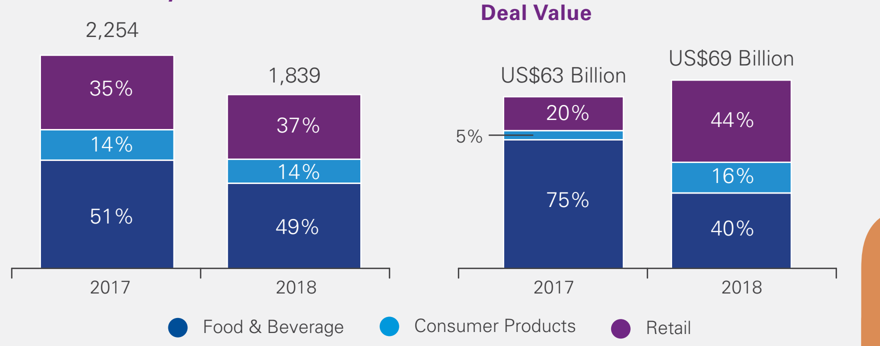
Europe

Announced Deal Value & Volume



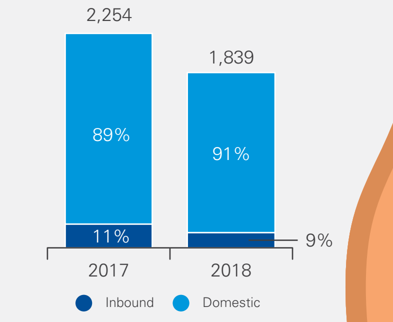
Sub-Sector by Volume

Sub Sector by Announced Deal Value



Largest Countries by Deal Volume	2017	2018
UK	354	354
France	352	264
Germany	164	173
Spain	162	164
Italy	164	145

Deal Volume distribution by Inbound and Domestic



Source: KPMG analysis, Thomson ONE Banker, accessed in Jan 2019

Note: Inbound means the Target company is located in the Europe region while the Acquirer company is based in a country outside Europe
Domestic means both Target and Acquirer are based in Europe

ASPAC: Inbound investment growth is in the spotlight

ASPAC seems to be attracting all of the attention from investors right now and is likely to gain more over the coming years. In 2018, M&A growth was largely driven by inbound investments by non-ASPAC acquirers. Such transactions witnessed 6-percent growth[19] in deal count and 182-percent growth in announced deal value. The biggest transaction was Walmart's US$16-billion acquisition[20] of a 77% ownership stake in Flipkart, India's major e-retailer; the US retail major reportedly increased its stake to 81.3 percent later in the year. The domestic activity decreased 2 percent[19] in deal count and 6%[19] in announced deal value, driven by less activity in East Asian region. ASPAC is considered a particularly attractive investment destination, offering a wide spectrum of growth opportunities driven by several key factors. The region possesses the world's two most-populous countries, 60 percent of the world's millennials and the highest projected economic growth over the next three years globally (the two largest ASPAC economies, China and India, project annual GDP growth of 6.2 and 7.1 percent, respectively, vs. average GDP growth projected for advanced economies of 1.5 to 2 percent).[21]

In addition, rising disposable income supports continued high consumption and shifting behavior among Asian consumers. Rapidly expanding mobile-phone usage and Internet penetration – in 2017, there were 2.7 billion unique mobile[22] subscribers in Asia Pacific, accounting for two thirds of the region's population – is changing the consumption landscape, with tech-savvy consumers demanding an enhanced customer experience and multi-channel offerings. We expect India to win the ASPAC gold medal for inbound investments in the years ahead – driven by strong consumption fundamentals and rapid economic growth.

On the flip side, while the market offers a high growth trajectory, it is also marred by local challenges, such as a high percentage of unorganized retailers and tighter foreign investment regulations in some Asian countries. Investors, however, take a longer-term view in their strategic decisions and we will see a growing appetite for deals in the region in the longer run. More global companies will include ASPAC in their strategic growth planning and will pursue acquisitions, partnerships or alliances through established brands and innovative market channels.

"A move up to one of the top three economies in the World in the next decade or so, coupled with a massive consuming and young population places India in an enviable spot which most globally cannot ignore. The uptick in discretionary spend will drive growth in categories such as personal care, health and wellness, and casual dining, that all would be eyed by global investors in the year ahead."

Nishesh Dalal, Partner, C&R, Deal Advisory, KPMG in India

"From an inbound investment perspective, companies with unique propositions such as premium offerings and innovative technology will have market success in China as they offer competitive advantage against the local players. Such players will explore a wider set of market entry options to traditional M&As and equity JVs, including greenfield investments, alliances, and partnerships with cross-industry players."

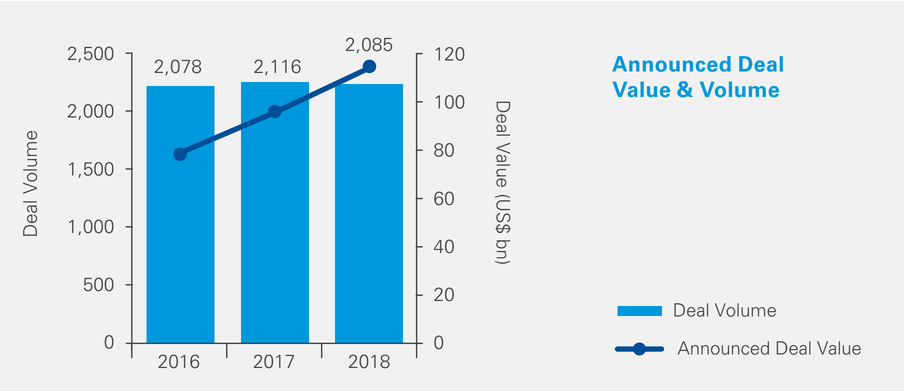
Wei Lin, Partner, C&R, Deal Advisory, KPMG in China

---

19. Thomson ONE Banker, accessed in Jan 2019
20. Walmart and Flipkart Announce Completion of Walmart Investment in Flipkart.
21. The World Bank, Real GDP Growth, Jan 2019;
22. The GSMA Report

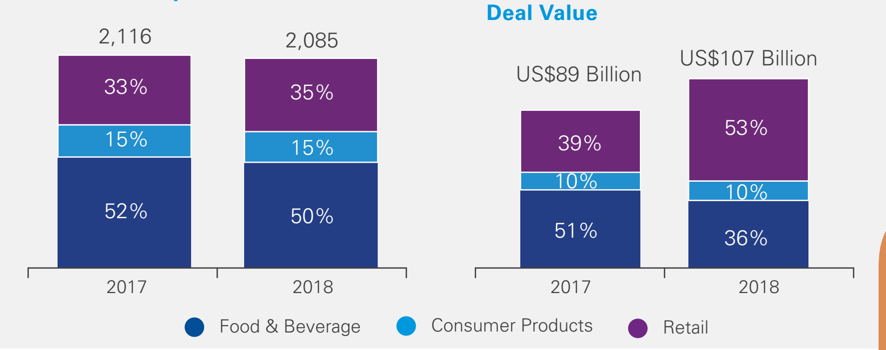
ASPAC

Announced Deal Value & Volume



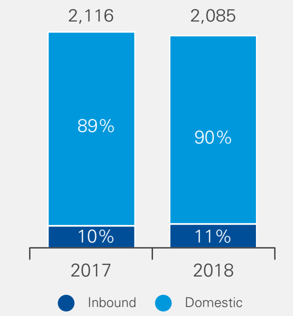
Sub-Sector by Volume

Sub Sector by Announced Deal Value



Largest Countries by Deal Volume	2017	2018
China	551	550
Japan	447	455
India	217	232
South Korea	187	210
Australia	199	210

Deal Volume distribution by Inbound and Domestic



Source: KPMG analysis, Thomson ONE Banker, accessed in Jan 2019

Note: Inbound means the Target company is located in a country within ASPAC region while the Acquirer company is based in a country outside ASPAC region. Domestic means both Target and Acquirer are based in ASPAC region.

How can KPMG help?

Turning unprecedented challenges into new opportunities

Businesses are facing unprecedented challenges to innovate, transform and meet the new demands and expectations of the global consumer marketplace. The race to consolidate, optimize portfolios, streamline infrastructure and enhance growth in current and new markets continues – with many organizations pursing strategic deals designed to meet their objectives quickly and cost-efficiently. New partnerships and alliances with technology providers are also in focus in the race to remain competitive – and relevant – in an era that places digital capabilities, new channels and customer-centric service at the forefront. To help companies navigate today's fast-changing environments and emerging markets, KPMG member firm specialists are providing on-the-ground deal support, combining a global mindset and local experience with deep sector knowledge and analytics tools. Market-leading research, insights and guidance by KPMG professionals is helping businesses of all sizes to successfully pursue strategic transactions to buy, sell, fund, partner or transform. Our proven approach focuses on the questions that are critical to success, including:

- **How do I ensure my portfolio mix is optimized and drives growth and shareholders value in the short and long run?**
- **How will a transaction really enable new, sustainable growth?**
- **What are the steps needed to ensure that value is extracted from every phase of a transaction?**
- **How do I ensure the value thesis becomes reality?**

Data Methodology

The information presented in the report is an analysis of announced deals in the Consumer & Retail sector over a period of 2016-18, accessed in January, 2019. The data has been sourced from Thomson Deals, where the Target company belongs to any of the following sectors: mid-industry groups: Agriculture & Livestock, Apparel Retailing, Computer & Electronic Retailing, Discount and Department Store Retailing, Food and Beverage Retailing, Food and Beverage, Home Furnishings, Home Improvement Retailing, Household & Personal Products, Internet and Catalog Retailing, Other Consumer Products, Other Consumer Staples, Other Retailing, Textiles & Apparel, and Tobacco. There are certain adjustments made to the data to select only relevant data from the mentioned sub-sectors and exclude transactions where the target does not fall in Consumer & Retail sector. The data also minimizes repurchases.

The analysis is conducted on M&A transactions including mergers, acquisitions and divestitures for disclosed or undisclosed values, leveraged buyouts, privatizations, minority stake purchases, and acquisitions of remaining interest announced between January 1, 2016 and December 31, 2018, including deal status of completed, partially completed, pending, pending regulatory, unconditional (i.e., initial conditions set forth by the buyer have been met but deal has not been withdrawn and excludes all rumors and seeking buyers).

Author Biographies

Nicola Longfield

Global C&R Deal Advisory Lead

Nicola is KPMG's Global Deal Advisory C&R Lead and she also leads the Consumer Markets Deal Advisory team in the UK firm's London office. She has over 15 years of experience with KPMG as a Deal Advisory specialist, advising corporate and private equity clients on sell-side, buy-side, IPO and refinancing projects. Nicola has a deep knowledge of the C&R sector and understanding of the global economic landscape, having worked on a large number of cross-border transactions across the globe.

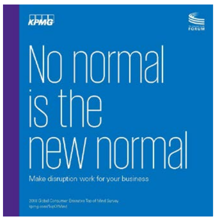
Olga Bersadschi

Global C&R Deal Advisory Sector Director

Olga is a KPMG Global Deal Advisory C&R Sector Director. She has over 11 years' experience with KPMG as a Deal Advisory specialist. She specializes in Food & Drink and Retail and has worked on a large number of transactions in the sector having advised global FMCG clients and private equity houses on numerous buy-side, sell-side and capital market transactions.

Consumer & Retail insights

KPMG member firms provide a wide range of research of research, analysis and insights for Consumer & Retail executives. For more information, please visit **www.kpmg.com/consumer**



No normal is the new normal:
Make disruption work for your business

This survey of 530 senior consumer goods and retail executives looks at how companies are adapting to pursue growth in a disruptive marketplace. **www.kpmg.com/TopOfMind**

ConsumerCurrents is KPMG International's issues-based executive magazine. Published semi-annually, this series features interviews with the world's leading consumer and retail companies and insights from KPMG's industry experts.

www. kpmg.com/consumercurrents

Me, my life, my wallet

KPMG international's groundbreaking Customer Insights program identifies the complex drivers of choice that open and close the customer wallet.

www.kpmg.com/knowyourcustomer

Global retail trends 2019

KPMG International's Global retail trends 2019 report explores this year's biggest industry trends and highlights how some retailers are responding to remain competitive.

www.kpmg.com/retailtrends2019

For more information or to request a proposal, contact us at consumer@kpmg.com

Contacts

Global Contacts

Nicola Longfield
Global Consumer & Retail
Deal Advisory Lead
T: +44 20 7311 4383
E: nicola.longfield@kpmg.co.uk

Willy Kruh
Global Chair,
Consumer & Retail
KPMG International
T: +1 416 777 8710
E: wkruh@kpmg.ca

Leif Zierz
Global Head of Deal Advisory
KPMG International
T: +49 699 587 1559
E: lzierz@kpmg.com

Authors

Nicola Longfield
Global C&R Deal Advisory Lead
KPMG in the UK

Olga Bersadschi
Global C&R Deal Advisory
Sector Director
KPMG in the UK

Mayanka Sharma
Global C&R Deal Advisory
Sector Manager
KPMG Global Services

Key contributors

Robert Baxter
Partner, KPMG in the UK
T: +44 20 731 18246
E: robert.baxter@kpmg.co.uk

Steve Courtney
Partner, KPMG in the UK
T: +44 20 769 43506
E: steve.courtney@kpmg.co.uk

Barema Bocoum
Partner, KPMG in France
T: +33 155 686406
E: bbocoum@kpmg.fr

Mark H Belford
Managing Director, KPMG in the US
T: +1 212 954 3959
E: mbelford@kpmg.com

Kevin J Martin
Partner, KPMG in the US
T: +1 571 635 4078
E: kevinmartin@kpmg.com

Nishesh Dalal
Partner, KPMG in India
T: +91 22 30902659
E: nishesh@kpmg.com

Wei Lin
Partner, KPMG in China
T: +86 2122123508
E: wei.lin@kpmg.com

kpmg.com/dealadvisory

Designed by **CREATE.** | March 2019 | CRT109537