

DISRUPTION AND INNOVATION BRING SIGNIFICANT MIDDLE MARKET CONSOLIDATION OPPORTUNITIES

BEVERAGE SECTOR UPDATE | AUGUST 2023



**CAPSTONE
PARTNERS**

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Beverage

Disruption and Innovation Bring Significant Middle Market Consolidation Opportunities

KEY SECTOR TAKEAWAYS

Capstone Partners' Consumer Investment Banking Group is pleased to share its inaugural Beverage report. Sector participants have increasingly focused on bringing differentiated products to market that are aligned with prevailing consumer preferences. As sector players have sought scale and efficiencies, consolidation activity has remained robust. Several key report takeaways are outlined below.

1. The Beverage space has tactfully staved off inflationary and recessionary headwinds evidenced by healthy consumer spending and public company performance.
2. Merger and acquisition (M&A) activity has trailed the prior year through year-to-date (YTD), however, quality brands, manufacturers, and suppliers have continued to garner buyer appetite.
3. Strategic buyers have continued to drive transaction activity as sector participants have sought to gain economies of scale, supply chain optimization, and revenue diversification.
4. While brands have commanded the bulk of M&A activity, outsourced manufacturing and supply chain targets have gained elevated interest as sector players seek further cost and production efficiencies.
5. Buyers and investors are expected to increasingly assess the nature of revenue growth among potential targets, scrutinizing whether it has been driven by elevated prices or growing volume.

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To learn more about Capstone's wide range of advisory services and Beverage sector knowledge, please [contact us](#).

CONSUMER PREFERENCES SPUR INNOVATION AND COLLABORATION

Better-for-you (BFY) lifestyle trends and consumer preferences for convenience have underpinned robust demand and fueled innovation in the Beverage sector through the halfway point of 2023. While consumers have grappled with inflationary headwinds for much of the past two years, beverages have continued to demonstrate low demand elasticity—continuing to capture steady levels of consumer spending. This has been evidenced by the healthy top line growth of leading sector players in both Alcohol and Non-alcoholic segments, with Anheuser-Busch (NYSE:BUD) and Pepsi (NYSE:PEP) recording revenue growth of 13.2% and 10.4% year-over-year (YOY), respectively, according to their most recent earnings releases.^{1,2}

Consumers have increasingly sought differentiated, premium beverage products despite a lingering erosion of purchasing power. The high-income nature of many premium beverage consumers has provided additional insulation from inflation and recessionary headwinds. Notably, 33% of Americans spent \$50 or more on a bottle of alcohol in 2022, a significant uptick from 24% in 2021, according to Beverage Daily.³ The impact of premiumization has been most amplified in the Spirits segment, where celebrity products and highly reputable brands have fostered substantial customer loyalty. This has led to a robust increase in spirits sales, which grew 5.1% YOY to a record \$37.6 billion in 2022, with more than 60% of total revenue from sales of high end and super premium spirits, according to The Distilled Spirits Council.⁴ As spirits have comprised a greater portion of consumers' alcohol purchases, the segment has taken market share from beer products. Notably, total domestic beer sales declined 1.2% YOY in 2022, however, super-premium beer sales grew 5%, according to Beverage Industry.⁵

At the same time, consumers have also shown an elevated interest in beverage products that promote health & wellness in the aftermath of COVID-19. Functional, low sugar, and healthy drink alternatives have surged in popularity, displacing less health-centric carbonated beverages. This has accelerated the steady decline in soft drink consumption, which is expected to fall at an annualized rate of 0.4% over the next five years, according to IBIS World.⁶ Sector participants at the forefront of the functional beverage movement have capitalized on this heightened consumer demand. The Vita Coco Company (Nasdaq:COCO), a leading functional beverage provider, recorded a 14% YOY increase in net sales in Q1 2023, with gross margin expanding substantially to 31% from 20%, according to its earnings release.⁷ Traditional soft drinks providers have noted the pricing power and customer stickiness that leading BFY beverage providers have commanded.

The convergence of alcoholic and non-alcoholic beverage providers is not a novel phenomenon; however, the blurring of traditional beverage lanes has accelerated in recent years. The rapid growth of the Ready-to-drink (RTD) market, fueled by consumer demand for convenience, has encouraged collaboration between traditional soft drink players and leading beer and spirits providers. The Coca Cola Company (NYSE:KO) recently announced the launch of its Red Tree Beverages subsidiary to work alongside third-party alcohol companies that leverage its brand. The announcement is the latest in a series of partnerships as non-alcoholic players increasingly venture into the Alcohol segment of the market. The push for greater product diversification and entry into high-growth end markets among beverage players has provided significant tailwinds for consolidation activity—which is only expected to accelerate upon a return to a more normalized economic backdrop.



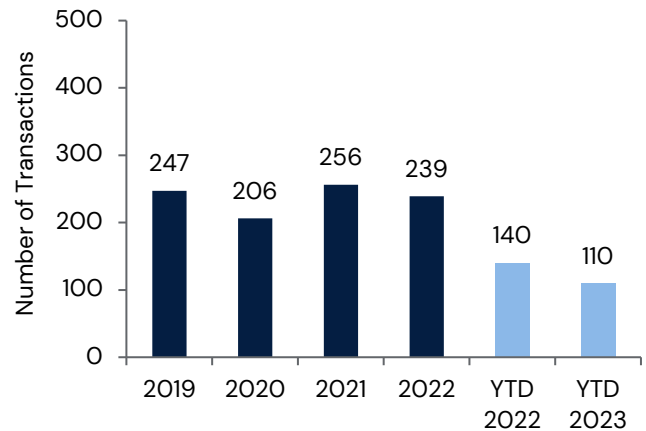
Ross Colbert
Managing Director, Beverage M&A

"In the last six months, it is evident that inflation has stabilized, the economy is more resilient than economists initially thought, and a recession is no longer a looming threat. It is also clear that certain Consumer sectors have navigated the post-COVID turbulence better than others. We expect M&A markets to thaw by the start of Q4, resulting in a stronger pipeline of middle market deals by early 2024. In the meantime, business owners have other options for liquidity. Growth equity investments in late-stage private companies have been tracking with levels seen in 2019, with first half growth investments totaling \$70.2 billion, or 61% of 2019's full year total."

M&A OPPORTUNITIES REMAIN AVAILABLE DESPITE SOFTENED MARKET

M&A activity in the Beverage sector has moderated through YTD, declining 21.4% YOY to 110 transactions announced or completed. The slowdown in the sector has coincided with a decline across broader M&A markets, as middle market Q2 2023 deal volume across all industries fell 19.7% from Q1, according to Capstone Partners. While volumes have been depressed through the first half of the year, many market participants are optimistic that transaction markets have reached their trough and are poised for a rebound in the final two quarters. Meanwhile, sellers have remained cautious, waiting for additional transparency, while buyers have been increasingly selective and have placed heightened scrutiny on earnings sustainability. Despite headwinds to dealmaking, quality brands, wholesalers, and contract manufacturers have continued to garner robust buyer appetite.

Beverage M&A Volume Moderates Through YTD 2023



Year-to-date (YTD) ended July 10

Source: Capital IQ, FactSet, PitchBook, and Capstone Partners

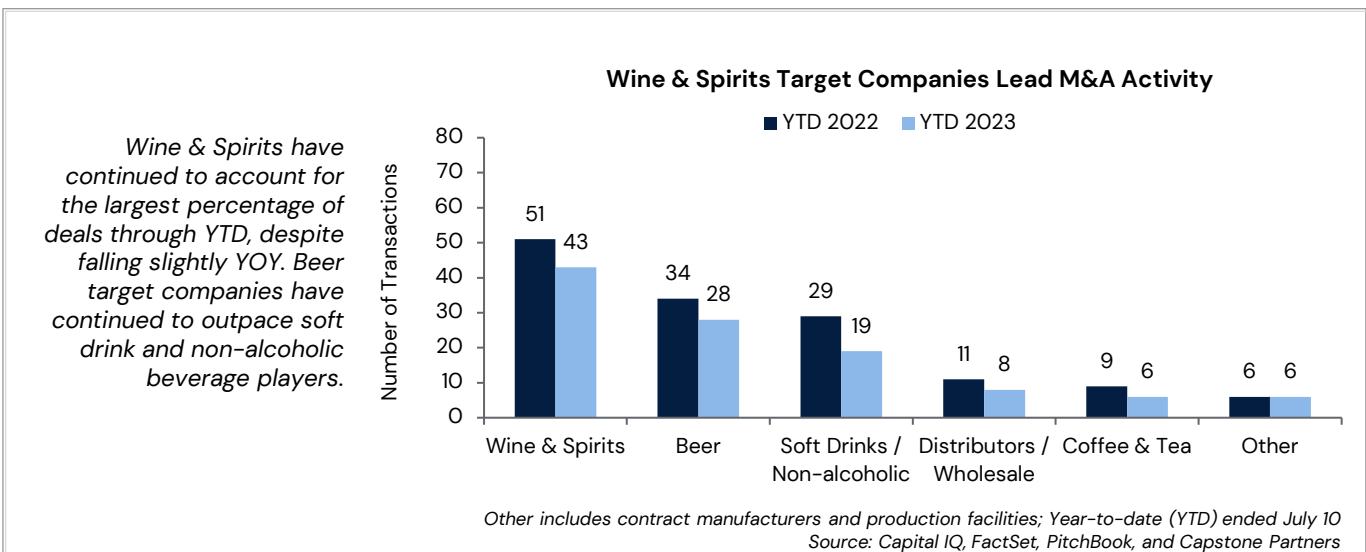
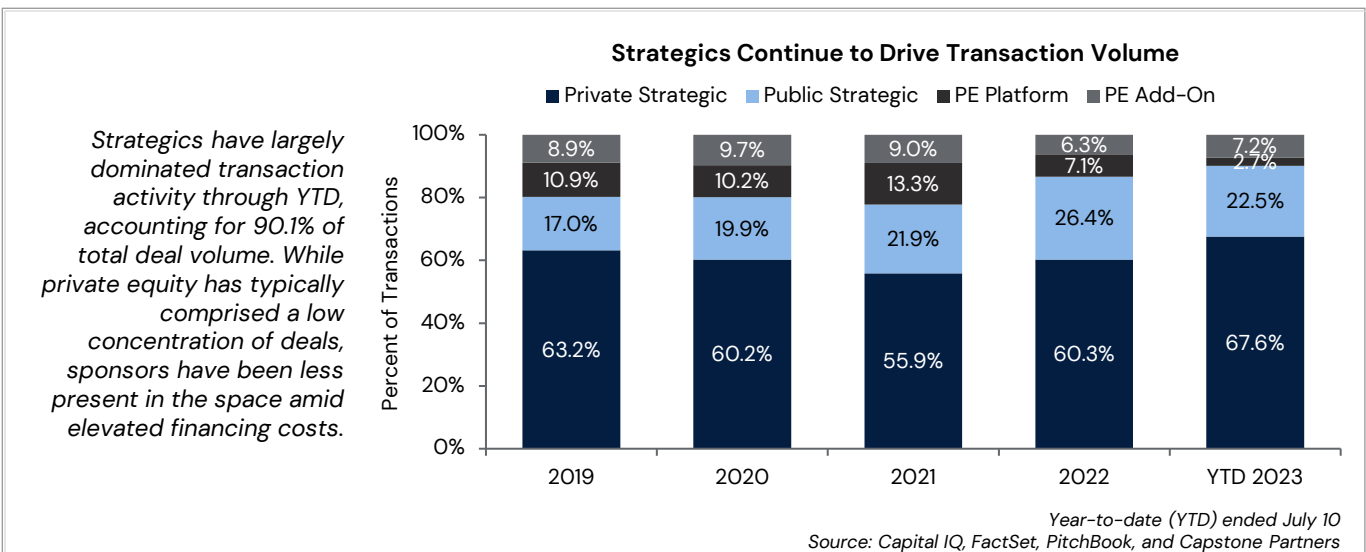
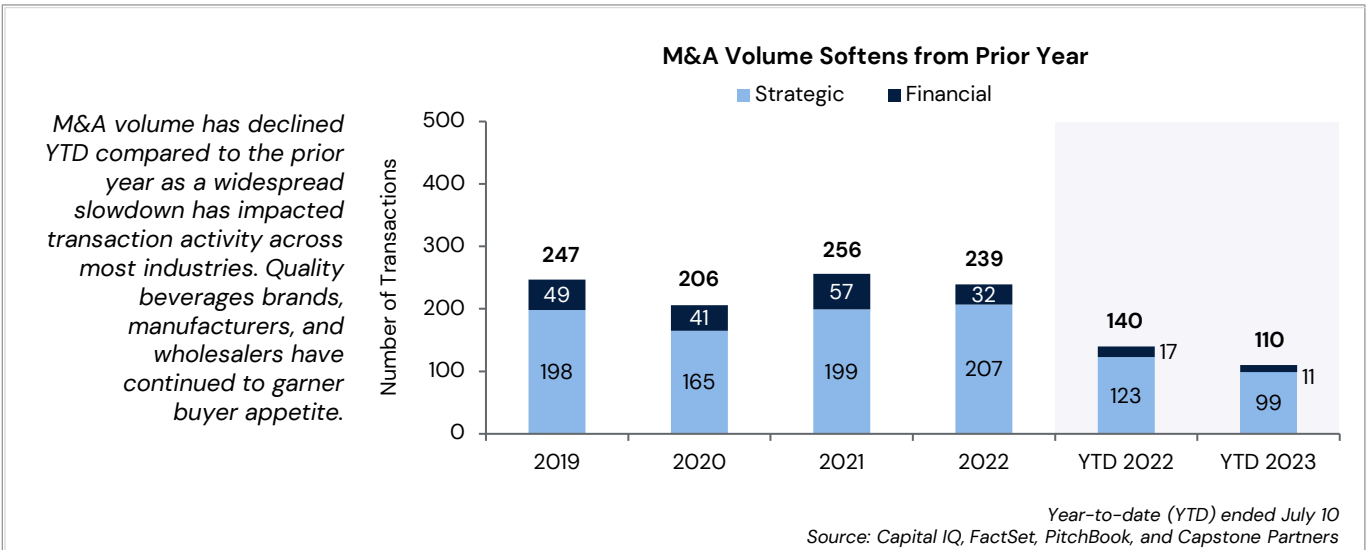
Strategic buyers have driven transaction activity through YTD, comprising 90.1% of total deals. Penetrating new channels, product diversification, and economies of scale have been key motivations for consolidation. Private equity buyers have comprised a modest 9.9% of YTD transaction activity as sponsors are typically largely overshadowed by strategics in the Beverage space. High valuations and an inability to generate synergies make for a difficult value proposition for many financial buyers. In addition, many strategics have preempted the private equity model by buying stakes in early-stage companies and leveraging their distribution network and market expertise to scale. Recently, Keurig Dr Pepper (Nasdaq:KDP) announced its purchase of a 33% stake in La Colombe, a recognized RTD coffee brand, for \$300 million. The transaction is the latest in a spate of investments by Keurig Dr Pepper. Alternatives to a full exit, such as the sale of a minority stake, have served as attractive options to private business owners—a trend explored in Capstone’s recent article, [The Resilience and Flexibility of Equity Capital Markets](#).

Leading strategics have focused on expanding their presence in the RTD market, often leveraging inorganic growth to bolster product offerings. In June, Corby Spirit and Wine (TSX:CSW.A), which is majority owned by Pernod Ricard (ENXTPA:RI), agreed to acquire a 90% stake in Ace Beverage, the largest independent player in the Canadian RTD market, for an enterprise value of \$123.5 million. E. & J. Gallo Winery has also focused on bolstering its RTD offerings, acquiring Bev, a premier zero-sugar, canned wine brand (June, undisclosed) and Fishers Island Lemonade (May, undisclosed). Gaining premium product offerings has also been a key motivation for acquisition activity, aligning with current consumer preferences. Notably, MGP Ingredients (Nasdaq:MGPI) subsidiary, Luxco, announced its agreement to acquire Penelope Bourbon, a founder-owned American whiskey brand with a portfolio of whiskeys in the premium-plus price tiers (May, undisclosed).

While premier beverage players have continued to attract buyers in a tightened market, distressed deals have also presented opportunities for value creation. In July, Monster Beverage (Nasdaq:MNST) entered into an asset purchase agreement for Bang Energy’s assets and a beverage production facility for \$362 million. The acquisition eliminates a rival to Monster and allows it to leverage Bang’s 400,000 square foot production facility for energy products or alcohol production, according to a press release.⁸

M&A opportunities have also extended past brands to segments more intertwined with the supply chain. Suppliers, wholesalers, and outsourced manufacturers often represent a valuable investment thesis for strategic and financial investors seeking exposure or a greater presence in the Beverage space. In particular, contract manufacturers have seen increased interest as brands have increasingly outsourced to gain production efficiency and place additional focus on innovation and brand building.

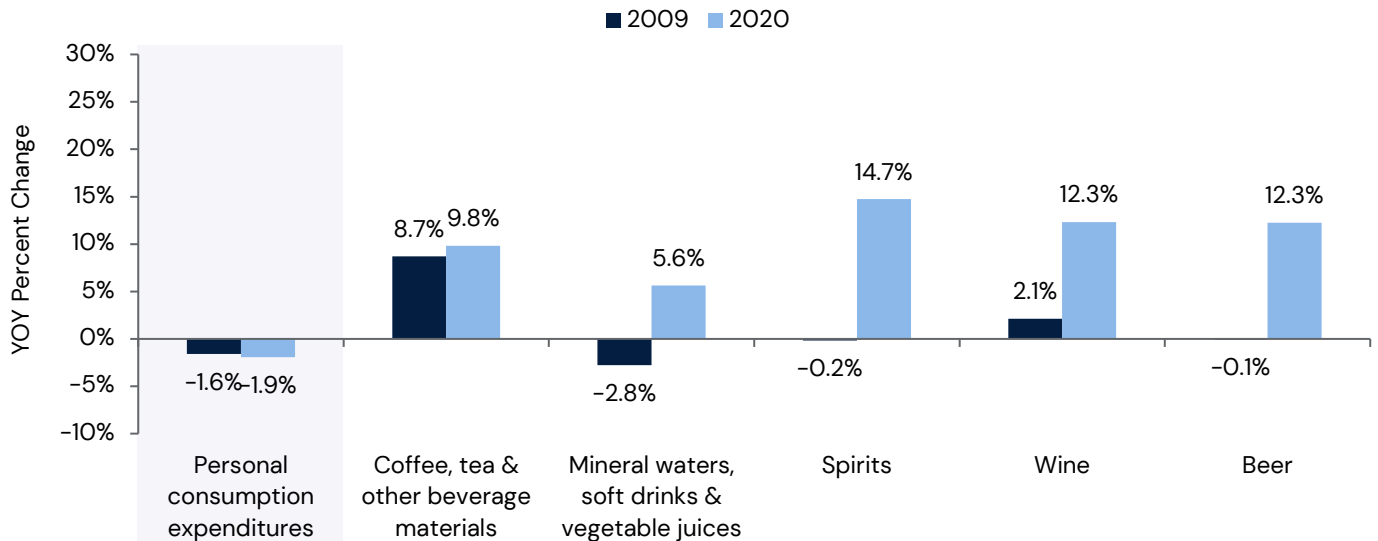
M&A DATA AND TRENDS



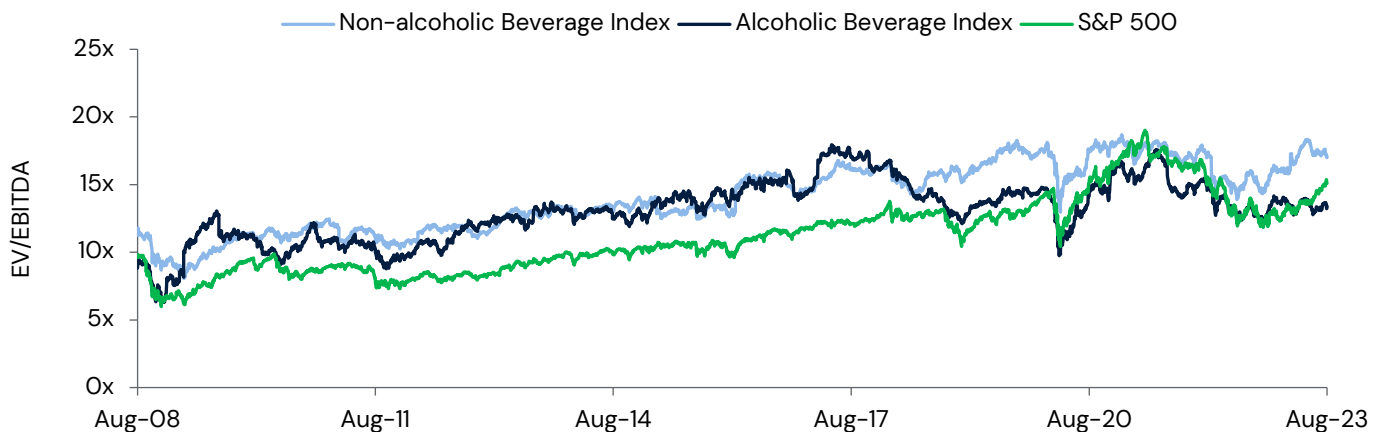
BEVERAGE SECTOR SHOWCASES HISTORICAL RESILIENCE

1. Beverage consumption has historically held steady during recessions and market downturns, with many categories outperforming broader personal consumption expenditures during the Global Financial Crisis and COVID-19.
2. Coffee and tea products have typically been highly resistant to economic downturns, while spirits, wine, and beer have also demonstrated a high degree of defensibility.
3. Through recessions and expansions, public company EBITDA trading multiples in the sector have largely kept pace with the S&P 500, with the Non-alcoholic segment often outperforming the broader market.

Beverage Consumption Demonstrates Resilience Through Downturns



Beverage Public Company Trading Multiples Keep Pace with Broader Market



Non-alcoholic Beverage Index includes: BAG, BVIC, CELH, BN, FEVR, KDP, LASA, MDLZ, MNST, FIZZ, NESN, NICL, PEP, PRMW, SBUX, KO, COCO; Alcoholic Beverage Index includes: ABEV3, ABI, CUERVO *, BF.B, CARL B, STZ, DGE, HEIA, LPE, TAP, RI, RCO, RBREW, 250I, 2587, SAM, NAPA, TWE, CONCHATORO, VVE
 Source: U.S. Bureau of Economic Analysis, Capital IQ, and Capstone Partners

RECENT NOTABLE TRANSACTIONS



Corby Spirit and Wine, which is majority owned by Pernod Ricard, has agreed to acquire a 90% stake in Ace Beverage Group for an enterprise value of \$123.5 million (June). Ace Beverage Group is a leader in the Canadian RTD market through its flagship brand Cottage Springs, which offers Cottage Springs Vodka Soda, Vodka Water, and Tequila Soda. The addition of Ace Beverage Group provides Corby with additional scale, expertise, and efficiencies in the Canadian RTD segment. Ace Beverage Group is expected to benefit from Corby's distribution network to drive further brand growth.

E. & J. Gallo Winery has agreed to acquire Bev, a premium canned wines and spritzers brand, for an undisclosed sum (June). Bev is a woman-led beverages provider that offers a portfolio of brands, including Bev Rosé, Bev Blanc, Bev Gris, and Bev Noir. Its products are available in four-packs and typically retail between \$15.99 and \$17.99. The acquisition of Bev comes two years after Gallo obtained exclusive U.S. distribution rights for Bev, demonstrating the value large strategics have placed on acquiring both the brand and distribution of leading segment players.



Baldwin Richardson Foods, a leading custom ingredients manufacturer for the Food and Beverage space, has acquired Aseptic Solutions USA (March, undisclosed). Aseptic Solutions specializes in the contract manufacturing of nutritional products, dietary supplements, and organic and premium juices. The acquisition bolsters Baldwin Richardson's manufacturing capabilities, improves the agility of its supply chain, and accelerates its strategy to establish itself as a full-portfolio liquid product supplier. Baldwin Richardson also enhances its presence in the west coast market through the transaction.

Breakthru Beverage Group has acquired CA-based wholesaler Wine Warehouse (January). Terms of the transaction were not disclosed. The acquisition includes Wine Warehouse's northern and southern California facilities and its expansive portfolio of wine, spirits, and beer suppliers. "California is a critical market to our growth strategy and with the best professionals in the business, strong supplier relationships and a differentiating and scalable model, Breakthru is well positioned to earn more business and further accelerate growth," commented Tom Bené, Breakthru Beverage President and CEO, in a press release.⁹

Key M&A Market Takeaways



Wine & Spirits Dominate M&A
Target companies in the Wine & Spirits segment have accounted for 39.6% of total YTD 2023 transactions.



Health & Wellness Centric Products
Functional and BFY beverage offerings have gained significant consumer traction, forcing select brands to pivot to healthier options.



Premiumization & Convenience
As consumers have demanded premium products and RTD beverages, sector players have leveraged M&A to add offerings.



Supply Chain Optimization
Wholesalers, suppliers, and contract manufacturers have actively engaged in consolidation activity through YTD.

SELECT TRANSACTIONS

Date	Target	Acquirer	Target Business Description	Enterprise Value (mm)	EV / LTM Revenue	EBITDA
7/20/23*	La Colombe	Keurig Dr Pepper (Nasdaq:KDP)	Offers RTD premium coffee products.	\$300.0	-	-
6/23/23	Domaine Curry Wine	Constellation Brands (NYSE:STZ)	Provides luxury wine products.	-	-	-
6/13/23	Anodyne Coffee Roasting	FairWave	Produces roasted coffee products.	-	-	-
6/12/23	Ace Beverage Group	Corby Spirit and Wine (TSX:CSW.A)	Manufactures and markets alcoholic beverages, including beer, vodka soda, and Radlers.	\$123.5	-	-
6/7/23	Farmer Brothers	TreeHouse (NYSE:THS)	Distributes coffee, tea, and other culinary products.	-	-	-
6/1/23	Penelope Bourbon	Luxco	Produces and sells premium bourbon.	\$105.0	-	-
6/1/23	Bev	E. & J. Gallo Winery	Provides canned wines and spritzers.	-	-	-
5/31/23	Wings & Arrow	Ninkasi	Offers products, including Ashland Hard Seltzer, Mucho Aloha Hard Seltzer, and other canned beverage brands.	-	-	-
5/24/23	Coastal Pure Beverages	Silver Screen Bottling	Produces spirit compounds intended for premium distilled spirits.	-	-	-
5/19/23	Premier Distributing	Hensley and Wholesale	Distributes alcoholic beverage products to customers across New Mexico.	-	-	-
5/11/23	Tost Beverages	Constellation Brands (NYSE:STZ)	Produces, distributes, and retails beverages including white tea, white cranberry, and ginger drinks.	-	-	-
5/4/23	North Coast Wine	Duckhorn (NYSE:NAPA)	Provides a winery production facility with state-of-the-art winemaking equipment.	\$55.0	-	-
5/1/23	Fishers Island Lemonade	Spirit of Gallo	Offers RTD premium craft cocktails.	-	-	-
3/28/23	I Love Juice Bar	Main Squeeze Juice	Provides health-conscious juices, smoothies, juice shots, and cleanses.	-	-	-
3/21/23	Skrewball Spirits	Pernod Ricard (ENXTPA:RI)	Produces and sells peanut butter flavored whiskey.	-	-	-
2/9/23	Alder Creek Beverages	Nirvana Water Sciences	Produces bottled spring water.	-	-	-
2/3/23	D'USSE Cognac	Bacardi	Provides super-premium cognac products.	\$750.0	-	-
1/21/23	Royal Crown	Macay (PSE:MACAY)	Produces and markets bottled soft drinks.	\$45.9	-	-
1/19/23	KYLA	MPL Brands	Provides hard kombucha products.	-	-	-
1/18/23	Ipswich Ale Brewery	Essex County Brewery	Engages in brewing beer and ale.	-	-	-
1/17/23	Wine Warehouse	Breakthru Beverage	Distributes premium wines, craft beers, and artisan spirits.	-	-	-
12/8/22*	Nutrabolt	Keurig Dr Pepper (Nasdaq:KDP)	Develops and markets sports nutrition products, including supplements and hydrating drinks.	\$863.0	3.8x	-

* = Minority stake
Source: Capital IQ, PitchBook, FactSet, and Capstone Partners

PUBLIC COMPANY DATA

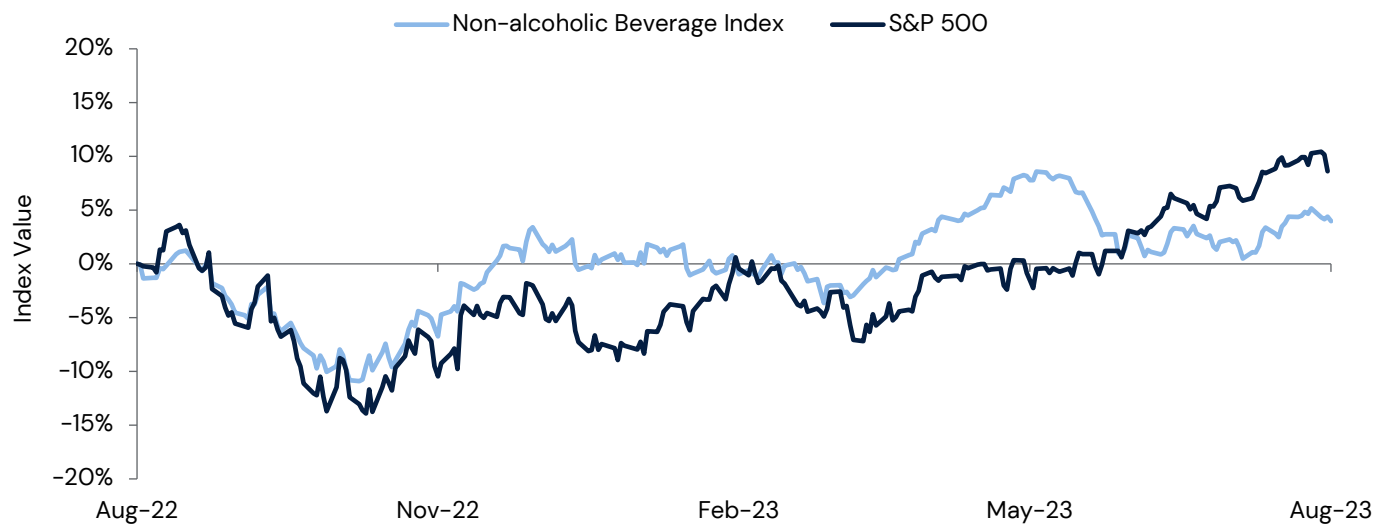
NON-ALCOHOLIC BEVERAGE

Company	Price 8/3/23	% 52 Wk High	Market Cap	Enterprise Value	LTM			EV/LTM	
					Revenue	EBITDA	Margin	Revenue	EBITDA
A.G. BARR p.l.c.	\$6.32	87.9%	\$702.5	\$641.7	\$393.2	\$68.1	17.3%	1.6x	9.4x
Britvic plc	\$10.84	89.7%	\$2,778.4	\$3,637.3	\$2,094.5	\$331.7	15.8%	1.7x	11.0x
Celsius Holdings, Inc.	\$139.34	88.6%	\$10,699.8	\$10,930.0	\$780.2	NM	NA	14.0x	NM
Danone S.A.	\$59.67	88.1%	\$38,283.3	\$50,636.3	\$31,116.8	\$4,989.1	16.0%	1.6x	10.1x
Fevertree Drinks PLC	\$16.88	89.1%	\$1,969.0	\$1,869.3	\$414.8	\$43.9	10.6%	4.5x	42.6x
Keurig Dr Pepper Inc.	\$34.46	83.4%	\$48,149.6	\$62,243.6	\$14,567.0	\$3,922.0	26.9%	4.3x	15.9x
Lassonde Industries Inc.	\$93.68	99.9%	\$639.0	\$890.6	\$1,618.1	\$106.0	6.5%	0.6x	8.4x
Mondelez International, Inc.	\$75.35	95.9%	\$102,507.5	\$122,070.5	\$34,131.0	\$7,826.0	22.9%	3.6x	15.6x
Monster Beverage Corporation	\$57.63	95.3%	\$60,322.0	\$57,304.3	\$6,491.4	\$1,747.7	26.9%	8.8x	32.8x
National Beverage Corp.	\$53.15	92.2%	\$4,961.7	\$4,840.2	\$1,172.9	\$221.1	18.9%	4.1x	21.9x
Nestlé S.A.	\$120.55	89.6%	\$321,653.3	\$385,657.8	\$106,718.4	\$22,584.5	21.2%	3.6x	17.1x
Nichols plc	\$12.94	85.5%	\$472.0	\$403.6	\$216.3	\$36.1	16.7%	1.9x	11.2x
PepsiCo, Inc.	\$188.31	95.6%	\$259,223.9	\$296,530.9	\$90,135.0	\$16,627.0	18.4%	3.3x	17.8x
Primo Water Corporation	\$14.21	85.3%	\$2,285.2	\$3,973.0	\$2,235.5	\$443.0	19.8%	1.8x	9.0x
Starbucks Corporation	\$102.13	88.4%	\$116,979.7	\$137,787.9	\$35,016.2	\$9,567.4	27.3%	3.9x	14.4x
The Coca-Cola Company	\$61.96	94.6%	\$267,936.4	\$296,976.4	\$44,140.0	\$15,832.0	35.9%	6.7x	18.8x
The Vita Coco Company, Inc.	\$25.07	81.2%	\$1,411.8	\$1,363.8	\$465.4	\$41.1	8.8%	2.9x	33.2x

Mean	19.4%	4.1x	18.1x
Median	18.6%	3.6x	15.7x
Harmonic Mean	16.1%	2.4x	14.4x

EV = enterprise value; LTM = last twelve months
 \$ in millions, except per share data
 NM = Not Meaningful

Non-alcoholic Beverage Index Return Performance



Source: Capital IQ as of August 3, 2023

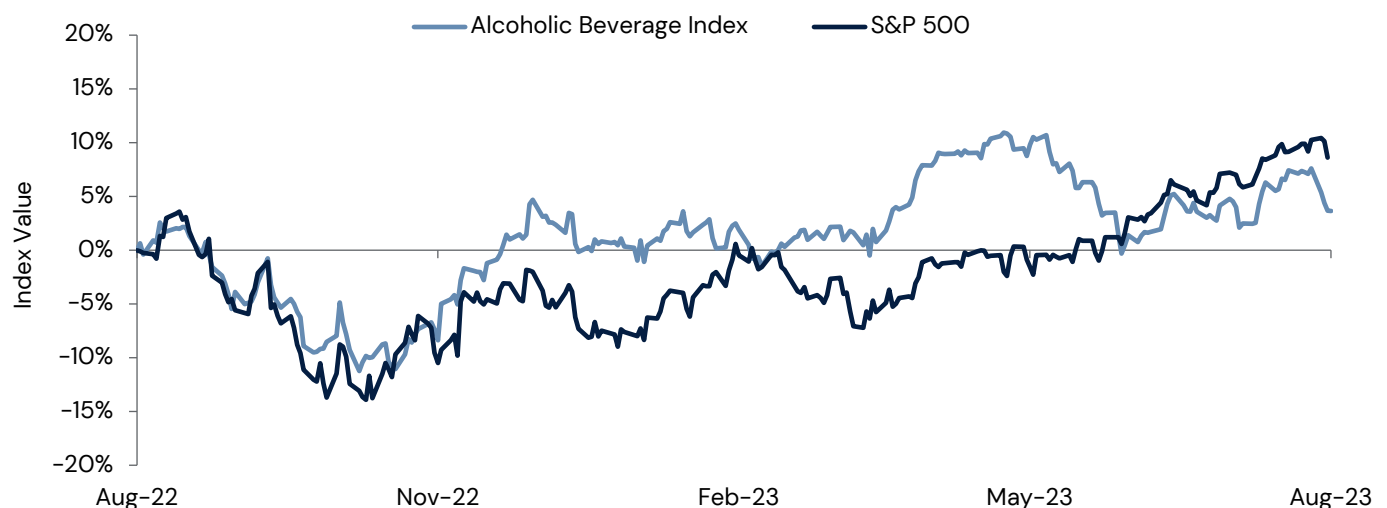
PUBLIC COMPANY DATA

ALCOHOLIC BEVERAGE

Company	Price 8/3/23	% 52 Wk High	Market Cap	Enterprise Value	LTM			EV/LTM	
					Revenue	EBITDA	Margin	Revenue	EBITDA
Ambev S.A.	\$3.13	89.2%	\$49,257.5	\$47,762.1	\$17,153.8	\$4,937.7	28.8%	2.8x	9.7x
Anheuser-Busch InBev SA/NV	\$56.63	83.4%	\$112,341.4	\$197,884.6	\$59,092.0	\$18,981.0	32.1%	3.3x	10.4x
Becle, S.A.B. de C.V.	\$2.63	93.4%	\$9,455.4	\$10,625.3	\$2,681.2	\$520.8	19.4%	4.0x	20.4x
Brown-Forman Corporation	\$70.59	90.3%	\$34,034.7	\$36,658.7	\$4,228.0	\$1,351.0	32.0%	8.7x	27.1x
Carlsberg A/S	\$148.48	88.0%	\$21,854.1	\$25,278.1	\$10,095.6	\$2,063.7	20.4%	2.5x	12.2x
Constellation Brands, Inc.	\$269.53	98.6%	\$49,405.0	\$61,892.7	\$9,604.3	\$1,285.3	13.4%	6.4x	48.2x
Diageo plc	\$42.37	84.1%	\$95,130.8	\$117,106.1	\$21,747.1	\$7,833.2	36.0%	5.4x	15.0x
Heineken N.V.	\$98.11	84.3%	\$55,594.6	\$77,877.5	\$32,486.9	\$6,260.9	19.3%	2.4x	12.4x
Laurent-Perrier S.A.	\$141.25	91.5%	\$834.2	\$1,059.6	\$330.0	\$96.6	29.3%	3.2x	11.0x
Molson Coors Beverage Company	\$67.33	95.0%	\$14,568.8	\$20,798.7	\$11,177.6	\$2,037.8	18.2%	1.9x	10.2x
Pernod Ricard SA	\$214.50	89.9%	\$54,832.2	\$65,924.9	\$12,672.9	\$4,098.5	32.3%	5.2x	16.1x
Rémy Cointreau SA	\$165.01	76.4%	\$8,322.5	\$8,910.9	\$1,682.4	\$512.3	30.4%	5.3x	17.4x
Royal Unibrew A/S	\$86.04	90.1%	\$4,269.8	\$4,987.9	\$1,732.1	\$292.4	16.9%	2.9x	17.1x
Sapporo Holdings Limited	\$25.10	87.8%	\$1,955.0	\$3,623.9	\$3,715.7	\$236.9	6.4%	1.0x	15.3x
Suntory Beverage & Food Limited	\$35.14	90.7%	\$10,858.7	\$11,125.6	\$11,220.6	\$1,583.0	14.1%	1.0x	7.0x
The Boston Beer Company, Inc.	\$359.17	85.0%	\$4,354.4	\$4,196.4	\$2,057.3	\$213.5	10.4%	2.0x	19.7x
The Duckhorn Portfolio, Inc.	\$12.47	64.3%	\$1,437.7	\$1,645.9	\$380.9	\$104.1	27.3%	4.3x	15.8x
Treasury Wine Estates Limited	\$7.52	77.3%	\$5,429.5	\$6,246.0	\$1,727.0	\$516.1	29.9%	3.6x	12.1x
Viña Concha y Toro S.A.	\$1.30	91.8%	\$963.8	\$1,499.6	\$1,040.6	\$595.6	57.2%	1.4x	2.5x
Vintage Wine Estates, Inc.	\$0.99	13.7%	\$58.7	\$363.2	\$289.3	NM	NA	1.3x	NM

Mean	24.9%	3.4x	15.8x
Median	27.3%	3.0x	15.0x
Harmonic Mean	19.5%	2.4x	11.2x

Alcoholic Beverage Index Return Performance



Source: Capital IQ as of August 3, 2023

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Ross is a Managing Director in Capstone Partners' Consumer Investment Banking Group and brings 35 years of mergers & acquisitions and capital markets experience to the firm. He is exclusively focused on advising Beverage sector clients, including suppliers, processors, brand owners and distributors across the value chain in beer, wine, spirits, and soft drinks. His cross-border transaction experience includes leading M&A advisory engagements across North America, Europe, Latin America, and Asia. Ross is a recognized beverage industry thought leader and is a frequent guest speaker at industry events and in news media, including CNBC, Bloomberg, The New York Times, The Wall Street Journal, and Financial Times.

Prior to joining Capstone Partners, Ross was Managing Director & Global Head of the Beverage team at KPMG Corporate Finance. Prior to KPMG, he spent several years as Managing Director and Global Sector Head - Beverage at Rabobank, a leader in Food & Agriculture finance, where he had responsibility for US\$9.0 billion in commitments across nearly 90 large & mid-cap beverage clients.

**Robert Marks**

Director
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Robert has over 13 years of investment banking experience advising clients on mergers & acquisitions and capital markets transactions. Robert covers the Consumer industry with a primary focus on the Beverage category. Prior to joining Capstone Partners, Robert worked as a Vice President at PMCF where he focused on transactions in the Consumer and Industrial sectors.

Prior to PMCF, Robert worked as a Vice President at William Blair on the Consumer & Retail team, advising clients on a variety of transactions, including buy and sell-side M&A advisory, capital raise, and overall corporate strategy. Robert also previously worked as an investment banker at PwC Corporate Finance and Lakeshore Food Advisors. Robert holds a BA in Finance and International Studies from Indiana University and an MBA in Finance from DePaul University.

**Connor McLeod**

Vice President of Market Intelligence
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Connor currently serves as Vice President of Market Intelligence at Capstone Partners. Connor provides M&A insights, capital markets analysis, and macroeconomic updates for C-suite middle market executives. He specializes in the coverage of the Consumer industry. Prior to joining the Market Intelligence Team at Capstone, Connor was a specialist with the Investor Services team at BlackRock. Connor holds a BA in Economics from Bates College. He is a Series 7 Registered Securities Representative and has passed levels I and II of the CFA program.

FIRM TRACK RECORD

Capstone has represented numerous companies in the Consumer industry and has an extensive [track record](#) with the Beverage sector serving as a key area of focus. A sampling of Capstone's closed and ongoing transactions is included below.

 <p>Where tradition meets innovation.</p> <p>PRODUCTION ASSETS ACQUIRED BY</p> 	 <p>SARATOGA</p> <p>HAS BEEN ACQUIRED BY</p> 	 <p>STONE WOOD</p> <p>HAS BEEN ACQUIRED BY</p> 	 <p>Château du Breuil CALVADOS PAYS D'AUGE</p> <p>HAS BEEN ACQUIRED BY</p> <p>FRÉDÉRIC DUSSART</p>
 <p>McWILLIAM'S SIX GENERATIONS OF WINEMAKING</p> <p>HAS BEEN ACQUIRED BY</p> 	 <p>La martiniquaise GROUPE</p> <p>HAS BEEN ACQUIRED BY</p> 	 <p>Jurajska</p> <p>HAS BEEN ACQUIRED BY</p> 	 <p>MARS drinks</p> <p>HAS BEEN ACQUIRED BY</p>  <p>LAVAZZA TORINO, ITALIA, 1895</p>
 <p>WHITLOCK PACKAGING CORPORATION</p> <p>HAS BEEN ACQUIRED BY</p> 	 <p>prestige coffee</p> <p>HAS BEEN ACQUIRED BY</p> 	 <p>JOHNS</p> <p>HAS BEEN ACQUIRED BY</p>  <p>SAZERAC</p>	<p>FARNESE GROUP</p> <p>A PORTFOLIO BRAND OF</p>  <p>21 Investimenti</p> <p>HAS BEEN ACQUIRED BY</p> <p>NB RENAISSANCE</p>

Note: Above transactions include those which were completed outside of the Capstone Partners platform

ENDNOTES

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Disclosure

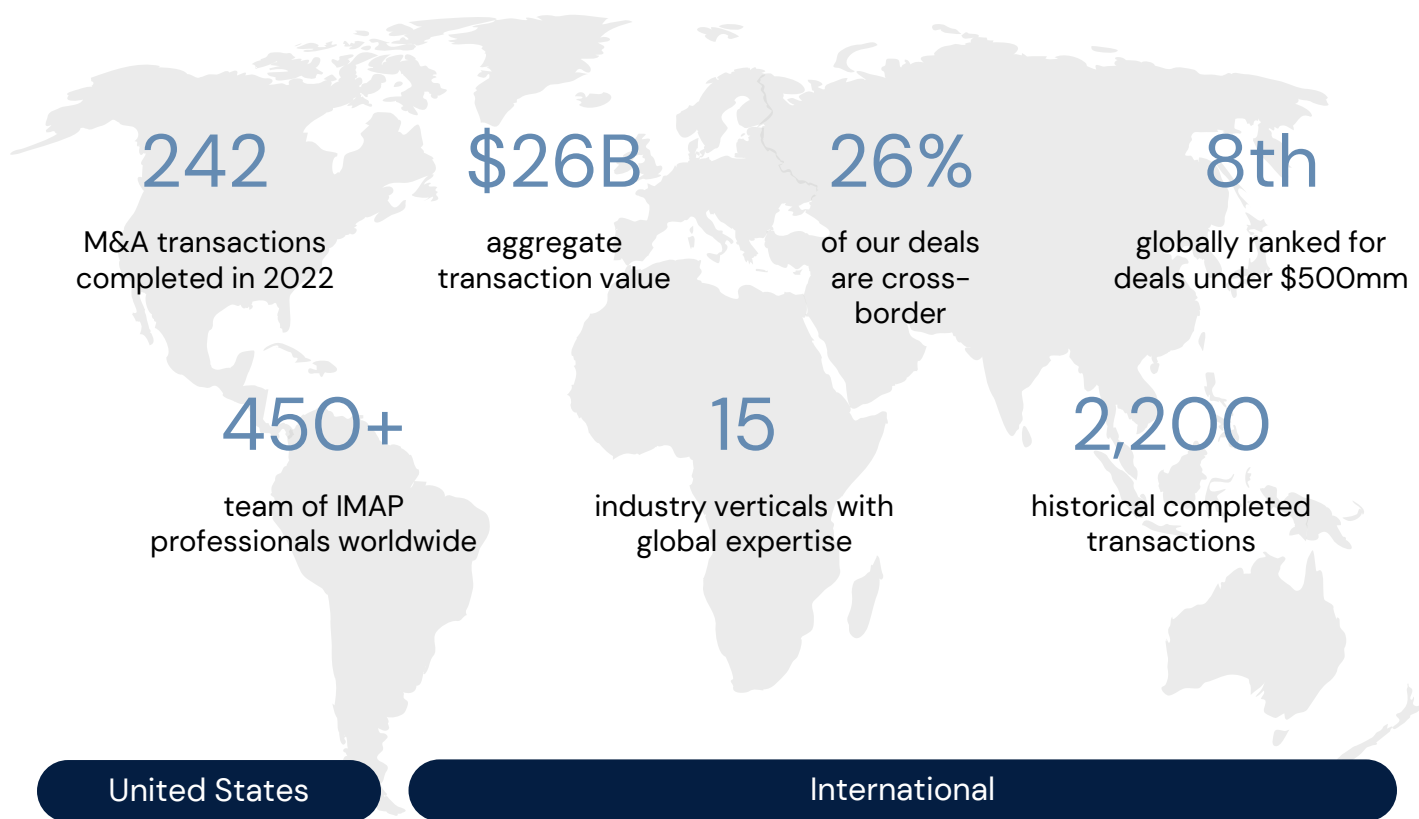
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CAPSTONE PARTNERS

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~200 professionals
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