M&A PERSISTS IN HOME GOODS MARKET DESPITE TARIFF CONCERNS AND A TIGHT HOUSING MARKET

HOME GOODS SECTOR UPDATE | NOVEMBER 2025

CAPSTONE PARTNERS

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Home Goods

M&A Persists in Home Goods Market Despite Tariff Concerns and a Tight Housing Market

KEY SECTOR TAKEAWAYS

Capstone Partners' Consumer Investment Banking Group is pleased to share its Home Goods report. Merger and acquisition (M&A) activity in the sector has softened year to date (YTD), largely attributable to trade policy shifts and a tight Housing market. Despite mixed demand signals, businesses have continued to trade hands as supply chains reorganize and companies with pressured financials pursue liquidity events. Headwinds aside, the macroeconomic backdrop has appeared to move in a positive direction, boosting optimism for healthy M&A activity moving into 2026 and later in 2027. Several additional key takeaways are outlined below.

1. Home Goods sector M&A activity has declined year-over-year (YOY) as both strategic and private equity (PE) buyers have employed a more cautious approach to acquisitions.
2. Strategic transactions in the sector have continued to drive M&A activity to date as well-capitalized buyers target discounted assets and intellectual property (IP) or those offering economies of scope, footprint expansion, and supply chain diversification.
3. Bid-ask spreads for top assets have remained an obstacle to deals materializing. Increased acquisition appetite among both strategics and financial sponsors will likely help alleviate this pressure.
4. Consumers have remained financially healthy with low debt and rising real incomes driving spending growth, though lower-income consumers have felt pressure from inflation, waning income gains, and the resumption of student loan payments, leading to increased credit distress.
5. Looking ahead, improving consumer confidence and mortgage affordability are anticipated to unlock a period of strong organic and inorganic growth in the Home Goods sector.

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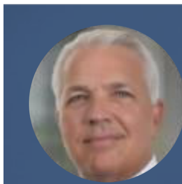
BUSINESSES NAVIGATE A SWATH OF NEW IMPORT DUTIES



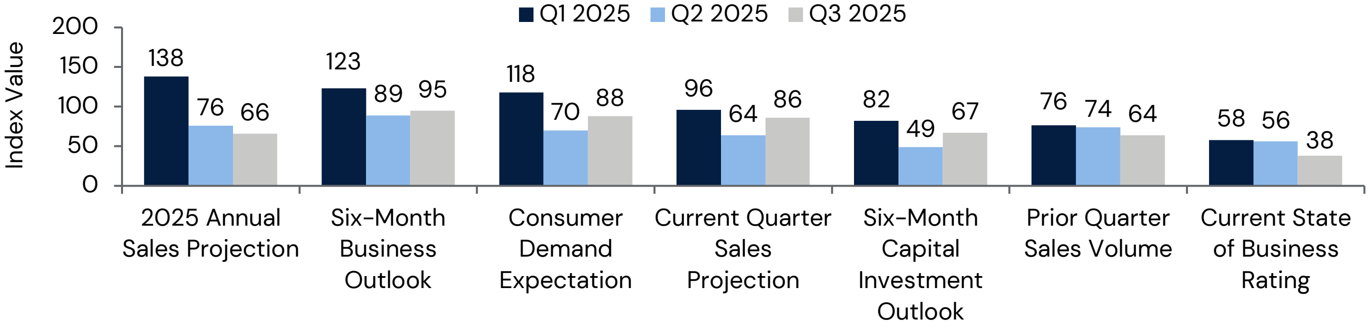
Ken Wasik,
Head of Investment Banking

"Continued tightness in the Housing market and pressured consumers, particularly among lower-income households, has kept home goods volumes down and impacted M&A transactions. We continue to keep a close eye on mortgage rates and consumer sentiment as the sector grapples with a new slate of tariffs. Deal activity will likely turn in kind with improving demand indicators and see high quality sellers enter the market while buyers re-ignite inorganic growth engines more freely. Often the turn comes first in the form of a significant increase in large-cap deals."

New tariff policies have disrupted Home Goods sector supply chains and international trade relations. New duties on key trade partners, namely China and Vietnam, have raised concerns over margin erosion and profitability across the sector. Moreover, product-specific tariffs on upholstered wooden furniture as well as kitchen cabinets and vanities have added to sector participants' apprehension in the new operating environment. The U.S. announced a 25% global tariff on Upholstered Furniture and Kitchen Cabinets & Vanities on September 29, 2025, according to the White House.[1] Both duties went into effect October 14 and are scheduled to increase to 30% for Upholstered Furniture and 50% for Kitchen Cabinets & Vanities on January 1, 2026. These increases will likely materialize unless countries reach a trade deal with the U.S. that addresses national security concerns over imported wood products. These duties will not stack on top of reciprocal tariffs, but will be levied on top of fentanyl tariffs imposed on China (20%), meaning Upholstered Furniture and Kitchen Cabinets & Vanities imports from China could be taxed at 50% and 70%, respectively, in 2026. Home furnishing business owners have expressed concern regarding the sector's future, particularly since heavily tariff-exposed China and Vietnam accounted for 48.7% of furniture imports in the first 11 months of 2024, according to U.S. Import Data.[2]

Revenue projections, Q2 sales, and views on the current operating environment have all declined quarter-over-quarter (QoQ), according to Furniture Today's Q3 2025 Home Furnishings Sentiment Index.[3] Despite widespread negative sentiment on current business conditions, latest data has showed improvement in Q3 for sales projections, consumer demand expectations, and the six-month outlook for business conditions and capital investments. These four metrics' rebound from Q2 reflect a stressed but improving sector landscape. Notably, 90% of companies have delayed or cancelled product shipments, 72% have absorbed cost increases, 62% have increased retail prices, and 47% have shifted manufacturing to other foreign countries in reaction to the tariffs, according to the International Housewares Association.[4] These actions are expected to continue, with 60% planning to shift manufacturing to other foreign countries moving forward. Capital expenditure sentiment improvements and desire to reorganize supply chains will likely support acquisitions, though a stalled Housing market may hinder a larger rebound until 2026 and 2027.

Q3 Home Furnishings Sentiment Index Shows Quarterly Improvement in Key Areas

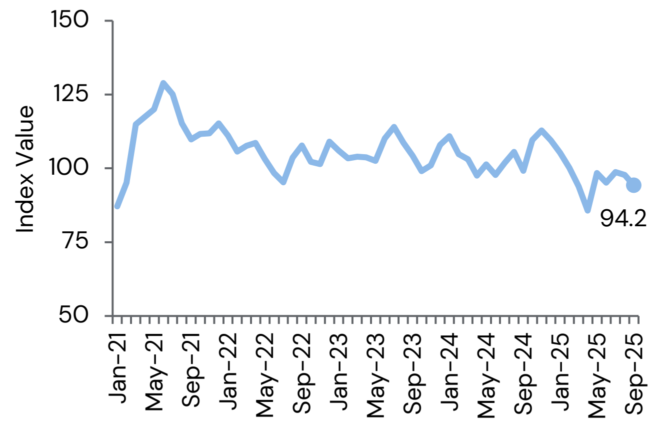


Source: International Housewares Association and Capstone Partners

SECTOR DEMAND INDICATORS REMAIN MIXED

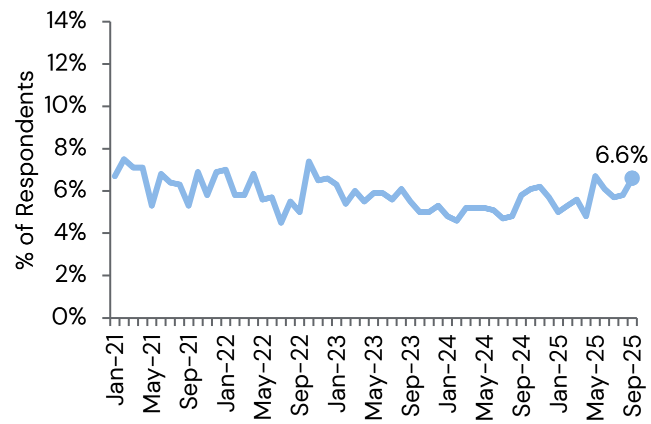
Consumer Confidence Index Shows Cautious Sentiment

The potential for new tariff policies to propel goods inflation has weighed on household sentiment. Consumer confidence declined 5% YOY in September 2025 despite the Consumer Price Index (CPI) landing at a modest 2.9% in August, according to the Conference Board and the Bureau of Labor Statistics.[5,6] Most consumers have remained financially healthy with low debt and real income growth driving economic expansion. However, lower-income families have begun to feel pressure due to their sensitivity to economic disruptions. If inflation is kept at bay, consumer confidence will likely rise and support Home Goods market expansion.



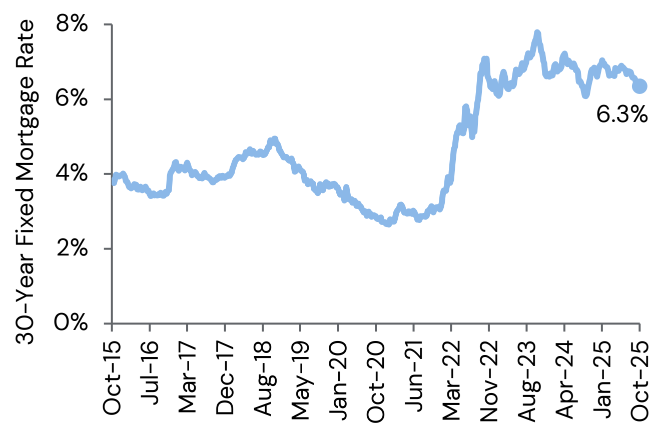
Consumers' Next-Six Month Home Purchase Intent Rises in 2025

The percent of consumers planning to buy a home within the next six months has risen to 5.7% on average through September 2025, an increase from the full-year averages for 2024 (5.3%) and 2023 (5.6%), according to the Conference Board. This improvement in 2025 signals positive momentum for housing turnover, a key driver of home goods sales. Notably, next six-month home purchase intent reached 6.7% in May 2025, a level not seen since December 2022. A 57-basis point decline in the weekly average 30-year fixed mortgage rate YTD has supported purchase intent, according to the Federal Reserve (Fed) Bank of St. Louis.[7]



Declining Mortgage Rates Bode Well for Housing Turnover and Home Goods Demand

The median weekly average 30-year fixed mortgage rate (6.8%) to date has remained below the historical median weekly average (7.3%) since April 1971, according to the Fed Bank of St. Louis. Of note, mortgage rates in 2025 have held steadily above the 10-year median of 4.2%, leaving many existing homeowners reluctant to sell and surrender attractive mortgage rates. This dynamic has created a bottleneck and stressed housing turnover. However, mortgage rates have started to decline again in 2025, which bodes well for improved housing demand, turnover rates, remodel activity, and home good sales growth.



Source: Fed Bank of St. Louis, The Conference Board, and Capstone Partners

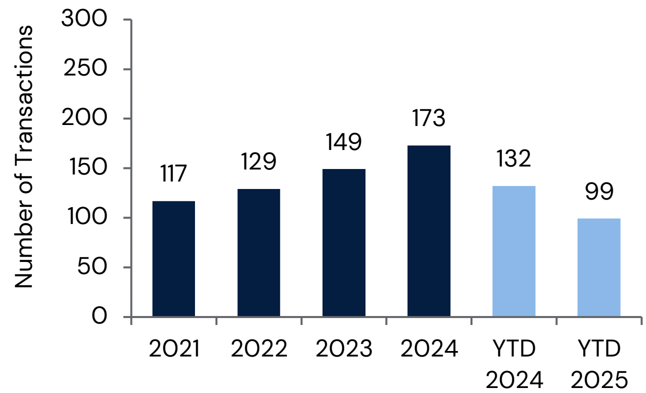
DEALS CONTINUE TO MATERIALIZE DESPITE HEADWINDS

M&A volume in the Home Goods sector has declined 25% YOY to 99 transactions announced or completed YTD. Bankruptcy sales, distressed deals, and corporate divestitures have supported M&A activity. These transactions have comprised roughly a fifth (20.2%) of total YTD sector deal volume compared to 12.9% in YTD 2024, underscoring the fickle macroeconomic backdrop. "Turning to M&A activity, we've seen a meaningful pickup in unsolicited inbound interest, driven in part by financial pressure on many industry players," noted Robert Kay, CEO of home goods retailer Lifetime Brands (Nasdaq:LCUT), in its Q2 2025 earnings call.[8] Alternatively, financially stable best-in-class operators have held high valuation expectations, but many bids have fallen short. This bid-ask spread has created a bottleneck for M&A volume, contributing to the decline in transactions.

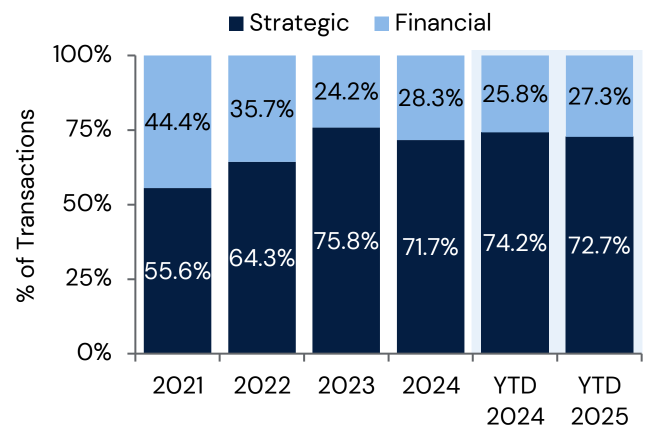
Strategic buyers have continued to drive home goods M&A, accounting for 72.7% of total sector deal volume despite seeing a 26.5% YOY decline in acquisitions. Public strategic deals have tracked the prior year period more closely, with 14 deals in YTD 2025 compared to 19 in YTD 2024. Meanwhile, private strategic deals have fallen to 58 deals YTD from 79 in the prior year period. The prolonged roll-out of new and shifting duties has left business owners reluctant to make inorganic growth investments, but these dynamics are expected to abate as trade deals solidify. PE activity has also retreated as the ability to comfortably underwrite new home goods deals has dropped amid the lack of cost visibility. PE deals have declined from 34 transactions in YTD 2024 to 27 in YTD 2025. Platform investments have increased by one deal YOY to 17 transactions while add-ons have dropped by eight deals YOY to 10. Despite subdued activity, strategic and financial buyers have continued to pursue acquisitions of companies with established market leadership, lean manufacturing operations, agile supply chains, and low maintenance capital expenditures.

Buyers with strong balance sheets have capitalized on an influx of pressured sector participants looking for an exit. As a result, the average sector M&A EBITDA multiple has fallen from 9.3x between 2018 and 2021 to 8.2x between 2022 and YTD 2025. Sector M&A pricing has mirrored the broader Consumer industry in its decline, although cycling of tariff impacts are expected to uplift valuations in the mid-term across the sector.

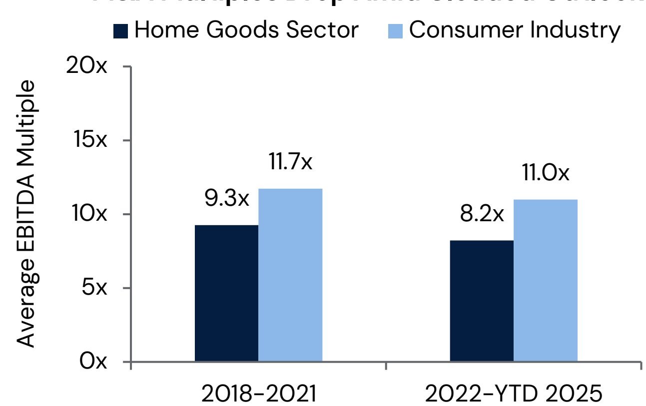
Sector M&A Volume Dips Year-Over-Year



Strategics Continue to Lead Sector M&A



M&A Multiples Drop Amid Clouded Outlook



Year to date (YTD) ended September 25
Source: Capital IQ, FactSet, PitchBook, and Capstone Partners

BUYERS TARGET DEALS WITH SYNERGIES, DISTRESSED ASSETS

In September 2025, Providence Enterprises acquired furniture retailer Zak's Home for an undisclosed sum. Providence Enterprises operates 20 Ashley Furniture stores and four Star Furniture stores in West Virginia, Virginia, Tennessee, Kentucky, and Ohio, according to a press release.[9] The company will add Zak's Home and a Zak's outlet in Tennessee to its portfolio with the acquisition. Providence Enterprises approached Zak's for the deal after learning that CEO Scott Bowman was interested in retiring and expects to realize key distribution and supplier synergies.

"We have [a distribution center] in Tennessee now, and it serves us well, but it doesn't have the capacity to serve both operations. Zak's does. We've got some work to do, but we see opportunity to consolidate into one distribution center and have nice efficiencies with that," said Bob Young, CEO of Providence Enterprises, in the press release.

Bed Bath & Beyond (NYSE:BBBY), owner of the Bed Bath & Beyond, Overstock, and Zulily brands, acquired the trade name and related brand assets of Kirkland's Home from The Brand House Collective (Nasdaq:TBHC) in September 2025 for an enterprise value of $10 million. BBBY cited the 330-store home décor business' small format, low risk, low expense, low real estate costs, and high-margin products as key deal rationale, according to its Q1 2025 earnings call.[10] Moreover, Kirkland's Home locations will convert to the BBBY brand and the company will expand into the Wholesale market under the new ownership.

"The excitement around the Bed Bath & Beyond brand has been undeniable with the first of many store conversions. This early succuss reinforces our conviction in the strategy and out commitment to accelerate the rollout nationwide," commented Marcus Lemonis, Executive Chairman of BBBY, in a press release.[11]

Apollo (NYSE:APO)-backed Michaels acquired IP and private label brands of JOANN in June 2025 (undisclosed). The acquisition follows two bankruptcy filings from the fabric chain. In March 2024, JOANN filed for Chapter 11, resulting in its creditors taking ownership. In January 2025, the company filed for bankruptcy again, closed stores, and announced the liquidation of its remaining locations in May 2025 after failing to find a buyer. The deal bolsters Michaels' strategy to expand its fabric, sewing, and yarn assortment product portfolio, and represents its first add-on since its leveraged buyout by Apollo in March 2021 ($6.3 billion, 1.2x EV/Revenue, 4.8x EV/EBITDA).

"The acquisition allows us to better serve both new and existing customers, respond to rising demand across categories, and build on our momentum as the destination for creating and celebrating in North America," said David Boone, CEO of Michaels, in a press release.[12]

In May 2025, Williams-Sonoma (NYSE:WSM) acquired the IP of Dormify, a family-owned online retailer of dorm décor catering to college students and young adults (undisclosed). Dormify secured $6.5 million of Series B funds in April 2021 for a post-money valuation of $28.5 million. The company then filed for Chapter 11 bankruptcy in November 2024, where Dormify listed assets between $1 and $10 million and liabilities of $10 to $50 million, according to the filing.[13] WSM plans to relaunch the brand in 2026.

"The acquisition of Dormify's [IP] aligns with our strategy to build and acquire brands that meet customers at every stage of life across various aesthetics. We look forward to integrating our operational excellence, in-house design capabilities, digital expertise, and world-class customer service into Dormify to accelerate the brand's growth and scale its reach," said Laura Alber, CEO of WSM, in a press release.[14]

SELECT HOME GOODS TRANSACTIONS

Date	Target	Acquirer	Target Business Description	Enterprise Value (mm)	EV/LTM Revenue	EV/LTM EBITDA
09/17/25	Zak's Home	Providence Enterprises	Manufactures, distributes, and retails furniture, accents, and other decor.	-	-	-
09/16/25	Child Craft Industries	Halo Dream	Produces wooden children's furniture.	-	-	-
09/15/25	Kirklands Home	Bed Bath & Beyond (NYSE:BBBY)	Operates an online platform that sells home décor and home furnishing products.	$10.0	-	-
09/15/25	SimpliSafe	GTCR	Manufactures home security and protection systems.	-	-	-
09/10/25	Select Retail Assets of Colder's	Boston (Dba. Furniture ApplianceMart)	Retails furniture, appliances, and mattresses; deal includes four stores and distribution center.	$8.75	-	-
09/09/25	Mont Alpi	ShoppersChoice.com	Manufactures modular outdoor kitchen islands, grills, grilling tools, and more.	-	-	-
09/06/25	Infinger Furniture	J&K Home Furnishings	Produces home furniture and design products for homeowners and businesses.	-	-	-
08/25/25	The Memory Company	Fruition Partners	Distributes sports-related gifts, collectibles, home décor products, drinkware, and related hard goods.	-	-	-
08/18/25	Dennis & Leen	Restoration Hardware (NYSE:RH)	Manufactures handcrafted high-end furniture and decorative pieces.	-	-	-
08/18/25	Michael Taylor Designs	Restoration Hardware (NYSE:RH)	Produces furniture, outdoor collections, and accessories serving the Home Décor market.	-	-	-
08/04/25	Chairish	Auction Technology Group (LSE:ATG)	Operates an online marketplace to buy and sell home decorating, furniture, and art products.	$85.0	1.7x	-
07/14/25	La-Z-Boy Furniture Galleries	La-Z-Boy (NYSE:LZB)	Comprises 15 La-Z-Boy stores and four warehouses from Atlanta Furniture Galleries.	-	-	-
07/01/25	Elmer's & Toagosei	Toagosei America	Constitutes Newell Brands' (Nasdaq:NWL) 50% stake and U.S. rights to the Krazy Glue brand.	-	-	-
06/20/25	Central Rent To Own	RENTown	Retails rent-to-own furniture.	-	-	-
06/18/25	Butterworth's of Petersburg	Schewel Furniture Company	Operates as a home furnishing retail company.	-	-	-
06/16/25	At Home Group	Lender Cohort	Retails furniture; lender cohort acquired out of Chapter 11 bankruptcy.	-	-	-
06/05/25	IP and Assets of JOANN	Michaels Stores	Operates chain of fabrics and crafts stores.	-	-	-
06/03/25	IP and Assets of UMA Home	Deco Marché	Distributes and supplies home décor and furnishings for home dining, entertainment, and office settings.	-	-	-
06/02/25	Sports Licensing Solutions	Logo Brands	Manufactures licensed sports-themed home and automotive décor products.	-	-	-
06/01/25	Sundrella Outdoor Furnishings	Campania International	Provides outdoor furnishings and accessories.	-	-	-
05/29/25	Faultless Brands	Architect Equity	Manufactures fabric care, laundry aids, home cleaning, and air care products.	-	-	-
05/28/25	Dormify	Williams-Sonoma (NYSE:WSM)	Produces design accents for dorm rooms.	-	-	-
05/06/25	Schoenfeld Interiors	Selden's Interior Furnishings	Owns and operates home furniture retail stores.	-	-	-

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

PUBLIC COMPANY DATA BY SEGMENT

FURNITURE & HOME FURNISHINGS

	Price	% 52 Wk	Market	Enterprise	LTM			EV/LTM	
Company	9/25/25	High	Cap	Value	Revenue	EBITDA	Margin	Revenue	EBITDA
Ethan Allen Interiors Inc.	$28.64	87.8%	$728.7	$716.8	$614.6	$119.2	19.4%	1.2x	6.0x
La-Z-Boy Incorporated	$33.95	70.3%	$1,399.0	$1,578.6	$2,105.9	$294.2	14.0%	0.7x	5.4x
Purple Innovation, Inc.	$0.94	73.2%	$102.2	$264.3	$456.8	$13.2	2.9%	0.6x	20.0x
Sleep Number Corporation	$7.28	35.1%	$165.8	$1,098.3	$1,524.6	$88.3	5.8%	0.7x	12.4x
Somnigroup International Inc.	$82.06	93.1%	$17,223.4	$23,978.2	$5,993.4	$959.0	16.0%	4.0x	NM

	Margin	EV/LTM Revenue	EV/LTM EBITDA
Mean	**11.6%**	**1.4x**	**11.0x**
Median	**14.0%**	**0.7x**	**9.2x**
Harmonic Mean	**7.1%**	**0.9x**	**8.3x**

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

HOME GOODS RETAILERS

	Price	% 52 Wk	Market	Enterprise	LTM			EV/LTM	
Company	9/25/25	High	Cap	Value	Revenue	EBITDA	Margin	Revenue	EBITDA
Amazon.com, Inc.	$218.15	90.0%	$2,326,550.6	$2,392,940.6	$670,038.0	$149,265.0	22.3%	3.6x	16.0x
RH	$211.30	46.2%	$3,960.8	$7,838.1	$3,337.2	$697.4	20.9%	2.3x	11.2x
Target Corporation	$87.14	54.0%	$39,596.3	$55,657.3	$105,640.0	$9,342.0	8.8%	0.5x	6.0x
Walmart Inc.	$103.05	97.1%	$821,602.3	$885,477.3	$693,153.0	$46,437.5	6.7%	1.3x	19.1x
Wayfair Inc.	$84.97	92.6%	$11,017.3	$13,549.3	$12,008.0	$132.5	1.1%	1.1x	NM
Williams-Sonoma, Inc.	$201.11	91.4%	$24,493.3	$24,901.7	$7,829.8	$2,112.6	27.0%	3.2x	11.8x

	Margin	EV/LTM Revenue	EV/LTM EBITDA
Mean	**14.5%**	**2.0x**	**12.8x**
Median	**14.9%**	**1.8x**	**11.8x**
Harmonic Mean	**4.6%**	**1.3x**	**11.0x**

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

HOUSEHOLD PRODUCTS

	Price	% 52 Wk	Market	Enterprise	LTM			EV/LTM	
Company	9/25/25	High	Cap	Value	Revenue	EBITDA	Margin	Revenue	EBITDA
Hamilton Beach Brands Holding Company	$13.93	43.8%	$187.7	$270.1	$631.3	$424.8	67.3%	0.4x	0.6x
Lifetime Brands, Inc.	$3.77	53.5%	$85.4	$311.5	$671.0	$70.7	10.5%	0.5x	4.4x
Newell Brands Inc.	$5.15	43.7%	$2,158.4	$7,860.4	$7,397.0	$1,000.5	13.5%	1.1x	7.9x
Spectrum Brands Holdings, Inc.	$52.17	54.0%	$1,262.9	$1,900.8	$2,849.2	$308.9	10.8%	0.7x	6.2x
Whirlpool Corporation	$77.47	57.2%	$4,330.1	$11,848.1	$15,522.0	$1,301.5	8.4%	0.8x	9.1x

	Margin	EV/LTM Revenue	EV/LTM EBITDA
Mean	**22.1%**	**0.7x**	**5.6x**
Median	**10.8%**	**0.7x**	**6.2x**
Harmonic Mean	**12.7%**	**0.6x**	**2.3x**

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

Source: Capital IQ and Capstone Partners as of September 25, 2025

PUBLIC COMPANY DATA BY SEGMENT (CONTINUED)

LAWN & GARDEN

Company	Price 9/25/25	% 52 Wk High	Market Cap	Enterprise Value	LTM Revenue	LTM EBITDA	LTM Margin	EV/LTM Revenue	EV/LTM EBITDA
Central Garden & Pet Company	$33.28	75.8%	$1,928.7	$2,654.3	$3,120.4	$433.0	13.9%	0.9x	6.1x
The Scotts Miracle-Gro Company	$56.58	60.3%	$3,266.8	$5,689.5	$3,440.5	$582.2	16.9%	1.7x	9.8x
The Toro Company	$75.68	84.6%	$7,406.2	$8,346.8	$4,520.2	$711.9	15.7%	1.8x	11.7x
Mean							**15.5%**	**1.5x**	**9.2x**
Median							**15.7%**	**1.7x**	**9.8x**
Harmonic Mean							**15.4%**	**1.3x**	**8.6x**

EV = enterprise value; LTM = last twelve months
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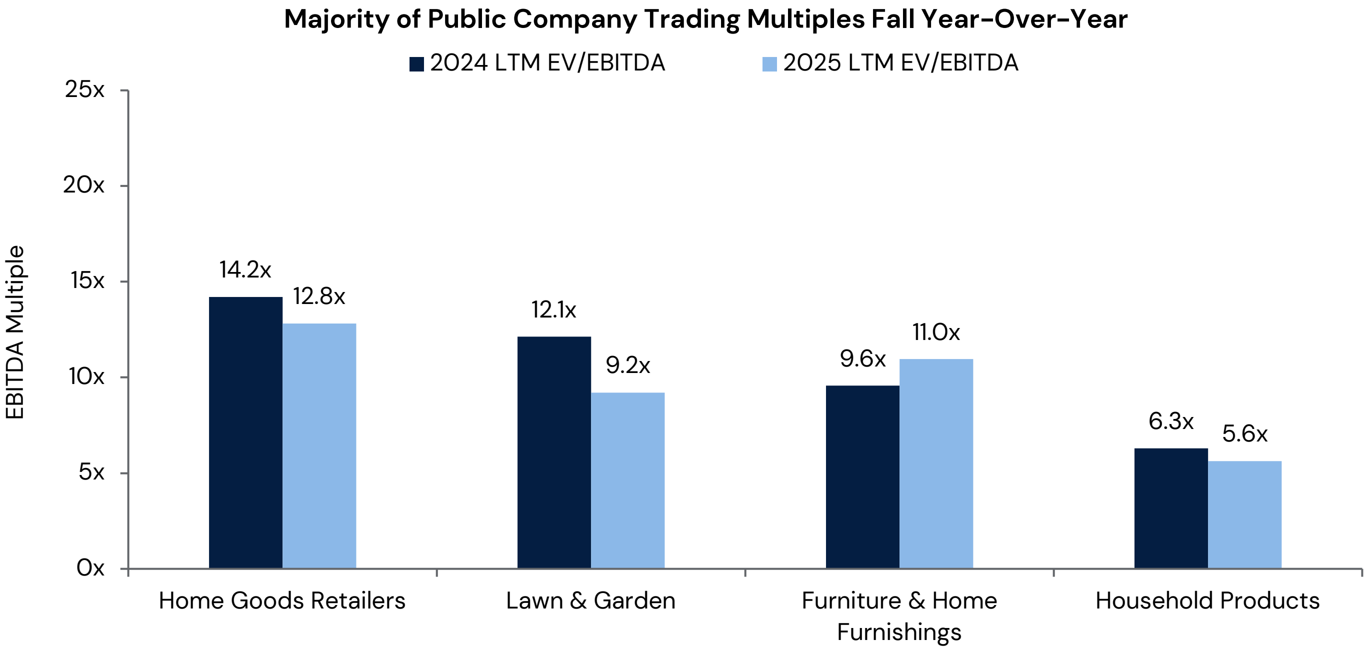
NM = Not Meaningful
NA = Not Available



Last-twelve months (LTM) as of September 25, 2025
Source: Capital IQ and Capstone Partners

DRIVING PROFIT IN CONSUMER PRODUCTS WITH DATA ANALYTICS

Consumer products businesses may face many unique challenges that can impact performance and profitability. Some of those factors might include consumer demand and preferences, cost of materials, cost of labor, import/export concerns, and a range of other trying issues. Data analytics have significantly enhanced the performance of consumer products companies by equipping business owners and operators with accurate information to support smarter decision-making and has helped improve operational efficiency and customer satisfaction. Key data-enabled performance improvement initiatives are outlined below.

Supply Chain Optimization

- Demand Forecasting: Historical sales data and external factors (e.g., seasonality, economic indicators) can help predict demand more accurately
- Inventory Management: Optimizing stock levels can reduce waste and avoid stockouts
- Logistics Efficiency: Transportation and delivery data analysis can streamline operations and reduce costs

Quality Control & Customer Support

- Defect Tracking: Monitored product returns and complaints can aid early quality issue identification
- Customer Service Analytics: Support interactions analysis can improve response times and satisfaction
- Warranty Data: Claims data analysis can detect recurring product issues and improve future designs

Customer Insights & Personalization

- Trend Analysis: Identifying emerging consumer trends and preferences can guide new product development and market fit
- Segmentation: Demographics and preferences analysis can create more targeted marketing campaigns
- Personalized Experiences: Purchase history and browsing data analysis can help tailor product recommendations and promotions

Marketing & Sales Performance

- Campaign Analytics: Tracking campaign return on investment (ROI) across channels can help allocate budgets more effectively
- Sales Funnel Analysis: Customer journey bottleneck identification can help improve conversion rates
- Pricing Strategy: Benchmarking analysis can help optimize pricing for profitability and competitiveness

To learn more about Capstone's Financial Advisory Services (FAS) Group, their capabilities, and whether they can help you reach your business goals, contact us.

Capstone Case Study: Data Analytics Helps Consumer Business Pivot to E-Commerce Model

Capstone recently helped a consumer products client analyze the source of a prolonged decline in profitability. The company traditionally sold products through brick-and-mortar retailers but had tried to pivot to a direct-to-consumer e-commerce model to increase sales. When this did not achieve the desired result, they engaged Capstone's FAS team to help determine the root causes of the decline and help find a path to improve profitability.

The team analyzed multiple key metrics including production, sales, and shipping data and recommended changes including in-sourcing e-commerce operations to retain a higher percentage of profits and reduce the high amount of product loss resulting from the use of a third-party fulfillment service. This, along with product pricing changes, helped to stabilize the company's revenue while the team continued to explore additional ways to help the business improve its performance.

HOME GOODS REPORT CONTRIBUTORS

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Ken serves as Capstone's Head of Investment Banking and leads the Consumer Investment Banking Group. He brings nearly 25 years of investment banking experience including domestic and international mergers & acquisitions, initial and secondary offerings of public companies, debt raises and private placements for his clients. He has helped raise over $10 billion in capital for clients during his career. Ken regularly presents at consumer industry conferences and has testified twice as an expert witness on consumer brands. He joined Capstone Partners from Stephens Investment Bank, where he started and led the Consumer Products Group. Ken holds an MBA in Finance from Columbia University and a BS in Accounting from St. Joseph's University.

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FIRM AWARDS & ACCOLADES

Capstone Partners is consistently recognized as an elite middle market firm by multiple leading industry organizations. This has afforded our clients with immediate market credibility in the acquirer and investor communities. From 2016 to 2024, Capstone has received 22 "investment banking firm of the year" awards from organizations such as The M&A Atlas Awards, The M&A Advisor, M&A Today, and ACQ5. A sampling of Capstone's recent awards is shown below.

2024	2023	2022	2022
INVESTMENT BANKING FIRM OF THE YEAR	INVESTMENT BANKING FIRM OF THE YEAR	INVESTMENT BANKING FIRM OF THE YEAR	INVESTMENT BANKING FIRM OF THE YEAR
THE M&A ATLAS AWARDS	THE M&A ATLAS AWARDS	THE M&A ADVISOR	M&A TODAY GLOBAL AWARDS 2022 WINNER

FIRM TRACK RECORD

Capstone's Consumer Investment Banking Group maintains an active presence in the Home Goods sector with in-depth knowledge of the buyer universe and business characteristics that drive premium valuations in an M&A process. Our frequent conversations with industry participants provide us with increased transparency into market trends and buyer preferences. A sampling of Capstone's closed deals is outlined below.

coop
HAS RECAPITALIZED WITH
tOpspin Consumer Partners

Corsicana Mattress Company
HAS SECURED $142.5 MILLION IN SENIOR CREDIT FACILITIES FOR THE ACQUISITION OF
SYMBOL – Your life, your mattress

Ruffle Butts
HAS RECAPITALIZED WITH
Summit Park

DC Thomson
HAS DIVESTED
wild+wolf.

Vintage Stock – movies, music, video games & more
HAS SECURED FINANCING FROM
Comvest Credit Partners

purple
HAS BEEN ACQUIRED BY
GPAC – Global Partner Acquisition Corp

Quest Products
HAS ACQUIRED
Clinere

Fast-Growing-Trees
HAS RECAPITALIZED WITH
Summit Park

bobble
HAS BEEN ACQUIRED BY
O2COOL – cool by design

Chef'sChoice by EdgeCraft
HAS BEEN ACQUIRED BY
The Legacy Companies

Cooking.com
HAS BEEN ACQUIRED BY
TARGET

Classic Brands
HAS BEEN ACQUIRED BY
Topperscot

CAPSTONE'S PROPRIETARY RESEARCH REVEALS TOP SERVICES IN DEMAND

The stage and initiatives of a business often dictate which financial services are in demand. As the bulk of CEOs polled in Capstone's 2024 Middle Market Business Owners Survey indicated growth strategies are a priority for 2025, the lion's share (40.7%) of owners anticipate a need for growth strategy support services. Similarly, 38.1% of CEOs require equity capital advisory services to support operational initiatives and business expansion. Nearly one-third of owners require accounting and audit support to shore-up cash flows and establish financial stability. In addition, 30.2% of CEOs demonstrated an interest in accessing relevant industry research to keep up with emerging industry trends, complete competitor analyses, and track capital markets activity in their space.

Capstone has developed a full suite of corporate finance solutions to help privately owned businesses and private equity firms through each stage of the company's lifecycle, ranging from growth to an ultimate exit transaction. In addition, we developed specialty advisory practices to provide financial performance, buy-side, employee stock ownership plan (ESOP), and equity and debt services. All of these capabilities are supported by 12 industry banking groups, an active sponsor coverage group, and a dedicated Market Intelligence Team.

Top Financial Services Required by Business Owners in 2025

- **40.7%** Instituting a growth strategy
- **38.1%** Raising equity capital
- **32.4%** Accounting & audit support
- **30.2%** Accessing relevant industry research
- **20.2%** Raising debt capital
- **19.8%** Corporate restructuring

Question: Have you ever had, or do you anticipate having, a need for any of the following services?
Source: Capstone Partners' Middle Market Business Owner Survey, Rebased Sample Size (N): 278

ENDNOTES

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CAPSTONE PARTNERS

Common Goals. Uncommon Results.

CAPSTONE PARTNERS

Market Presence

With a long-established U.S. footprint, together with an international partner platform, we provide clients with broad expertise and access to key market relationships on a global basis. Our presence is backed by ~200 professionals in the U.S. with 450+ professionals across 51 countries.

108
M&A Transactions in H1 2025

$8bn+
Transaction Value in 2025 YTD

33%
Cross-Border Deals

5th
Globally Ranked for Deals < $500M

450+
Team of IMAP Professionals Worldwide

14
Industry Verticals with Global Expertise

2,200+
Historical Completed Transactions

United States

~200 professionals
8 offices

Boston · Denver · Chicago · Dallas
Detroit · Irvine · New York · Tampa

International

450+ professionals
60+ offices in 51 countries

Asia: China · India · Japan · Thailand
Africa: Congo · Cameroon · Ghana · Mauritius · Morocco · Senegal · South Africa · Uganda · Zimbabwe
Americas: USA · Canada · Argentina · Brazil · Chile · Colombia · Mexico · Panama & Central America · Paraguay · Peru
Europe: Belgium · Bosnia & Herzegovina · Croatia · Czech Republic · Denmark · Finland · France · Germany · Hungary · Ireland · Italy · Netherlands · Poland · Portugal · Romania · Serbia · Slovakia · Slovenia · Spain · Sweden · United Kingdom
Middle East: Egypt · Oman · Qatar · Saudi Arabia · United Arab Emirates