



¹ Aggregated data for CHD, IPAR, PG, EL, NUS, EPC, KMB, REV, CL, ENXTPA:OR, COTY, AVP, ULTA, HELE, LSE:ULVR.
² CPG-Personal Care is a custom, equal-weighted index constructed with the aforementioned companies.

Notable M&A Deals

ESTÉE LAUDER

On February 23, 2021, The Estée Lauder Companies Inc. announced that it entered into an agreement to increase its investment in the Canadian-based, vertically integrated, multi-brand company, DECIEM Beauty Group Inc. from approximately 29% to approximately 76% for approximately \$1.0 billion. Known as "The Abnormal Beauty Company," DECIEM is an industry disruptor with a consumer-focused approach.

NU SKIN. 3i SOLUTIONS
IMAGINE · INNOVATE · IMPLEMENT

On January 26, 2021, Nu Skin Enterprises, Inc. announced the acquisition of 3i Solutions, an innovative company that develops and manufactures ingredients for consumer markets through proprietary encapsulation technologies. The transaction will enable Nu Skin to create new product forms and increase the performance of its formulations in beauty and wellness by leveraging 3i's proprietary research and processes.

COTY KKW BEAUTY

On January 5, 2021, Coty Inc., one of the world's largest beauty companies and the global leader in fragrances, announced the completed acquisition of a 20% ownership interest in Kim Kardashian West's business for \$200 million. The strategic transaction was announced in June 2020 and successfully completed on schedule in Q3 fiscal year 2021.