



Q2
2026

CONSUMER HEALTH

Quarterly Perspective

2026: Q2 in Review and a Deep Dive on a Recent Mega Deal

Q2 2026 marked a continuation of the consumer health mergers and acquisitions (M&A) recovery, with strategic buyers taking a more active role as confidence in the sector's long-term growth outlook strengthened. While the market remained disciplined from a valuation and diligence perspective, acquirers demonstrated an increasing willingness to pursue scaled, differentiated assets that reinforce existing category leadership or expand capabilities in high-growth health and wellness segments.

The macroeconomic backdrop remained constructive, though uncertainty surrounding trade policy, tariffs and geopolitical developments continued to influence buyer behavior. Rather than slowing activity, acquirers are placing greater emphasis on supply chain resilience, manufacturing diversification and pricing power. As a result, businesses demonstrating operational flexibility, strong supplier relationships and resilient margins continued to command premium interest from both strategic and financial buyers.

Consumer preferences continued to shape acquisition priorities. Buyers remained focused on businesses benefiting from secular demand trends including preventative health, functional nutrition, women's health, personalized wellness and digitally-enabled care delivery. Consumers continued to prioritize products offering clinically-supported efficacy, ingredient transparency and personalized health solutions, reinforcing demand for premium brands capable of demonstrating measurable outcomes. These trends translated directly into M&A activity, with acquirers placing greater value on businesses possessing differentiated intellectual property, strong consumer engagement and defensible market positions. Contract manufacturers and vertically integrated suppliers also experienced heightened interest as strategic buyers sought to strengthen supply chain resilience, accelerate product innovation and improve speed-to-market.

Overall, Q2 2026 reflected a consumer health M&A landscape that continued to normalize. Strategic buyers and sponsors alike are exhibiting greater confidence and strategic urgency, yet discipline around valuation, diligence and operational quality remains firmly intact.

On August 4, 2026, Procter & Gamble (P&G) announced it had entered into a definitive agreement to acquire Thorne from L Catterton for \$3.8 billion in cash. Thorne is a leading provider of premium nutritional supplements, at-home diagnostic testing and personalized wellness solutions, offering more than 250 science-backed products across categories including healthy aging, gut health, sports performance and cognitive health. The company serves consumers through direct-to-consumer, healthcare practitioner and professional sports channels.

The acquisition expands P&G's Health Care segment into the premium supplements and personalized wellness category. Thorne's portfolio of clinically-backed nutritional supplements and vertically integrated manufacturing platform complement P&G's existing health care portfolio while increasing exposure to attractive consumer trends. Additionally, Thorne's established healthcare practitioner network and direct-to-consumer platform provide P&G with differentiated distribution channels that complement its traditional retail presence, creating opportunities to leverage P&G's global scale to accelerate R&D and international expansion.

Acquisition Multiple: 5.1x 2026E revenue of ~\$750 million

P&G's acquisition of Thorne highlights continued strategic demand for premium, science-backed consumer health platforms with strong brand equity, trusted clinical credibility and exposure to attractive consumer trends. The transaction reinforces the increasing value placed on businesses that combine differentiated products, multiple distribution channels and scalable operating platforms.

IN THIS ISSUE

- Lincoln's Recent Consumer Health Transactions and Sector Coverage
- Update on Macroeconomic Climate
- Notable Consumer Health Transactions
- VMS Performance Trends
- OTC Performance Trends
- Proprietary Lincoln Consumer Health Industry Insights
- Public Companies Valuation Update
- Recent Transactions Valuation Update
- Top VMS & OTC Brand Insights

Significant Development in VMS



has acquired

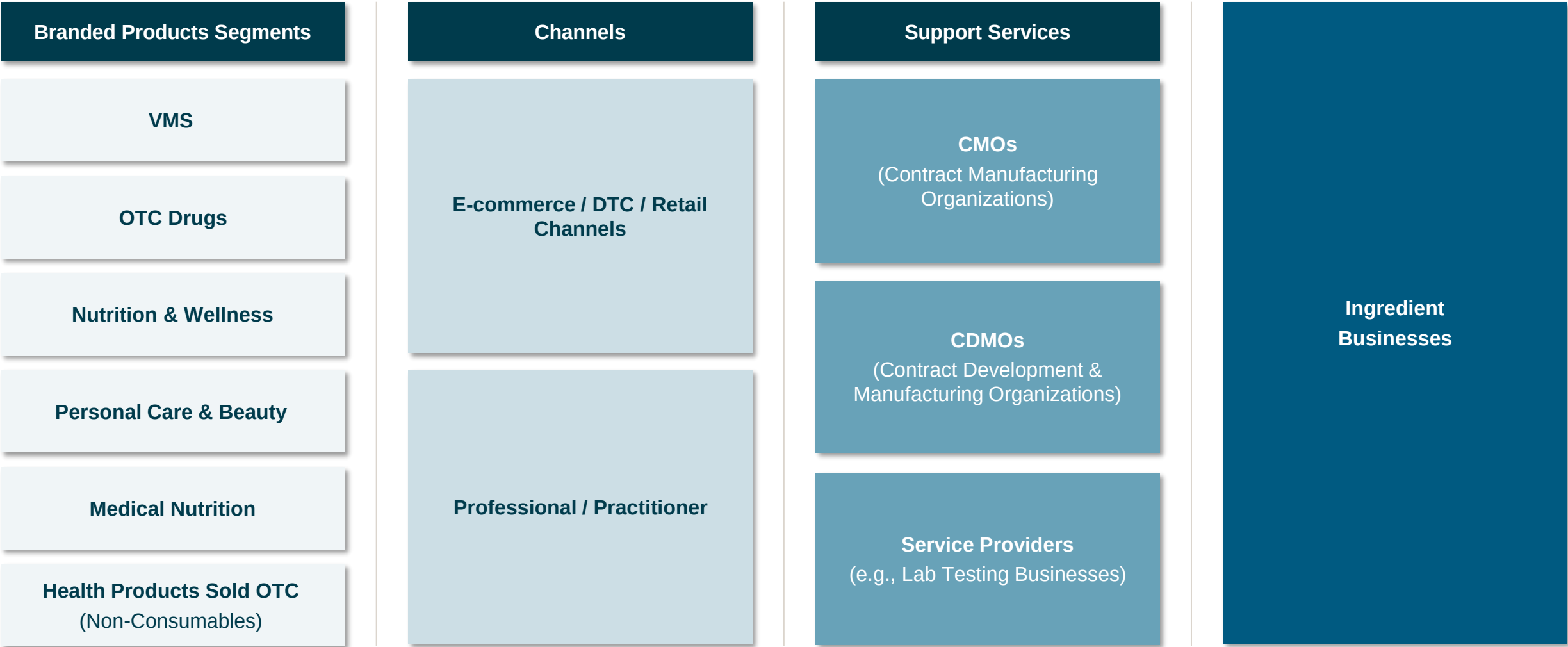
THORNE

\$3.8B

Recent Lincoln International Consumer Health Transactions

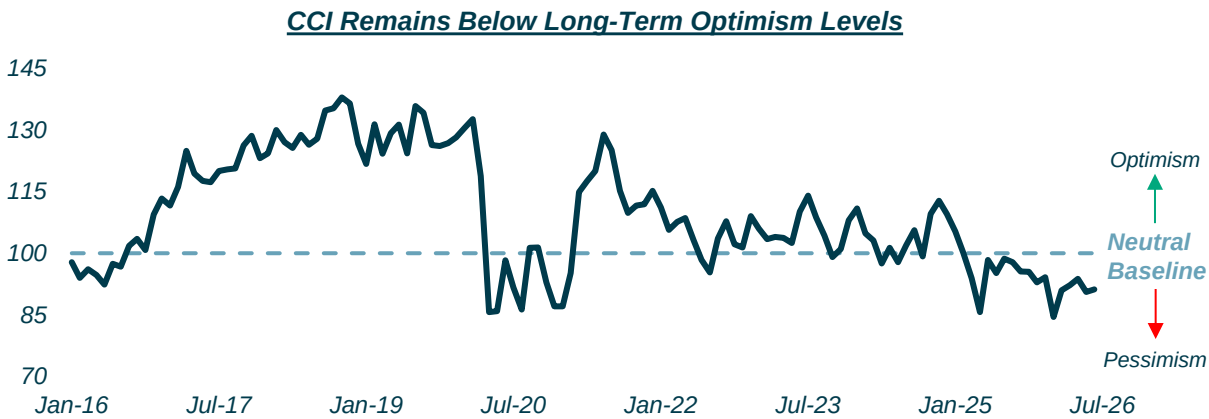
Undisclosed Sale of a VMS CDMO Sell-Side	 has acquired Acquisition Financing	carbyne has acquired the nutraceutical ingredients business from a portfolio company of Buy-Side	 has sold to Sell-Side	 has sold to Sell-Side
 has sold to Sell-Side	 has been sold to a portfolio company of Sell-Side	 has been sold to Sell-Side	 has sold to Sell-Side	 has been sold to Sell-Side

Lincoln’s Broad Coverage Across Consumer Health Industry Segments and Channels

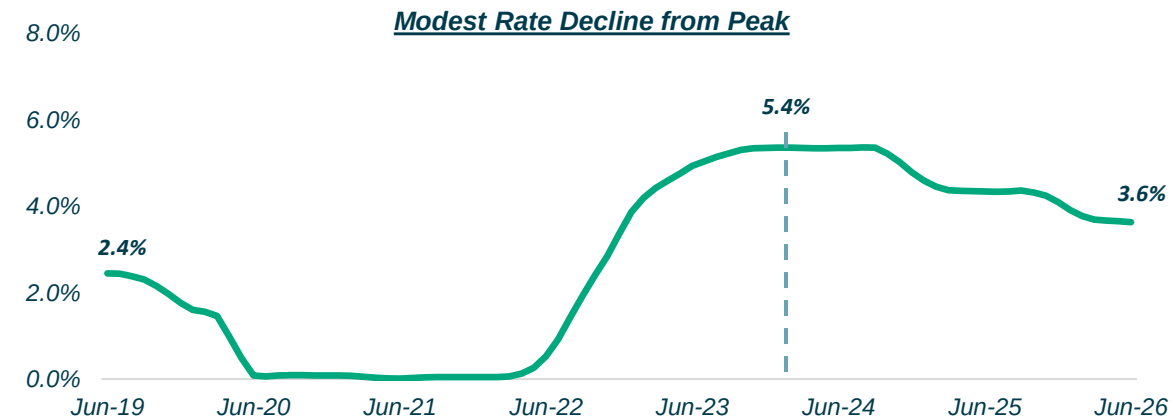


Update on Macroeconomic Climate

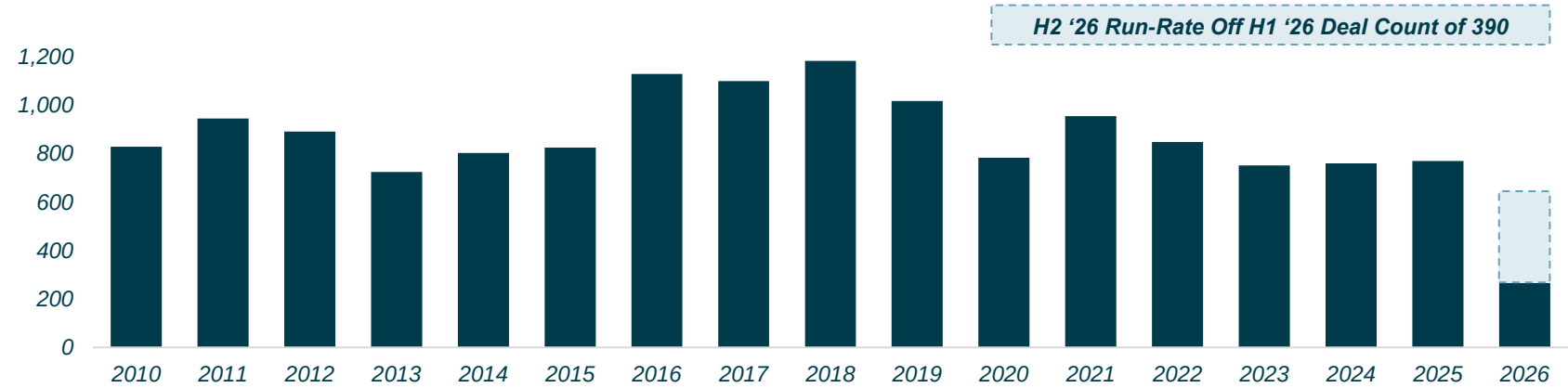
CONSUMER CONFIDENCE INDEX (CCI)¹



3-MONTH SOFR RATE²



CONSUMER SECTOR M&A DEAL COUNT³



- Consumer M&A activity has yet to meaningfully rebound from historical peaks. While first-half 2026 activity of ~400 deals indicates improvement from 2025, the overall environment remains challenging amid valuation gaps and macroeconomic and geopolitical uncertainty
- Tariff uncertainty continues to weigh on consumer M&A, pressuring margins and complicating underwriting around pricing power and sourcing strategies, while increasing buyer scrutiny of supply chain exposure and downside protection

1. S&P CapIQ.
2. Federal Reserve Bank of St. Louis.
3. Mergermarket.

Notable Consumer Health Transactions

Continued Consumer Health M&A activity through Q2 2026 reflects sustained strategic appetite and a growing focus on higher-growth categories

PRESTIGE ACQUIRES LACORIUM HEALTH (BRANDED OTC)

July 2026

Prestige Consumer Healthcare announced the completion of its acquisition of LaCorium Health, an Australian-based leader in therapeutic skin care. The acquisition expands Prestige's portfolio into attractive consumer health categories, including skin care, foot care and lip care, while adding internationally recognized brands with strong market positions. The transaction strengthens Prestige's global growth strategy through category expansion, innovation and broader geographic reach.



AVISTA AND DAMIER GROUP ACQUIRE SANOTACT (BRANDED VMS)

June 2026

Avista Healthcare Partners and Damier Group announced the acquisition of Sanotact Group, an established Germany-based vitamins, minerals and supplements platform. Sanotact is a scaled, vertically integrated CDMO with a presence across 80 international markets and is well-positioned to benefit from secular consumer health tailwinds. Avista and Damier are experienced consumer health investors with the sector expertise and capital resources to support Sanotact's continued growth into a leading VMS platform across Europe.



LACTALIS ACQUIRES PROTEIN WORKS (ACTIVE NUTRITION)

June 2026

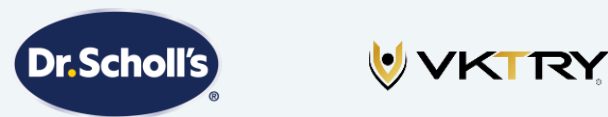
Groupe Lactalis announced the acquisition of Protein Works, a UK-based direct-to-consumer sports nutrition and healthy snacking brand. The transaction expands Lactalis' presence within the fast-growing active nutrition category by adding premium protein powders, supplements and functional foods. The acquisition combines Lactalis' globally dairy protein expertise and supply chain scale with Protein Work's digital infrastructure and innovation pipeline.



SCHOLL'S WELLNESS ACQUIRES VKTRY (BRANDED OTC)

May 2026

Scholl's Wellness Company, a portfolio company of Yellow Wood Partners, acquired VKTRY, a performance wellness brand best known for its carbon fiber performance insoles. The transaction broadens Scholl's presence across premium foot health and athletic performance while expanding into higher-growth wellness categories. VKTRY's strong digital presence, athlete relationships and disruptor positioning complement Scholl's traditional retail footprint and support continued growth in an otherwise mature industry.



LAIRD SUPERFOOD ACQUIRES TERRASOUL (FUNCTIONAL FOODS)

April 2026

Laird Superfood announced the acquisition of Terrasoul Superfoods, a branded provider of organic superfoods, functional ingredients and wellness products. The transaction broadens Laird's better-for-you product offering while expanding its presence across complementary health and nutrition categories. The acquisition also enhances sourcing capabilities and supports continued growth through a larger portfolio of premium functional food products.



UNILEVER ACQUIRES GRÜNS (VMS)

April 2026

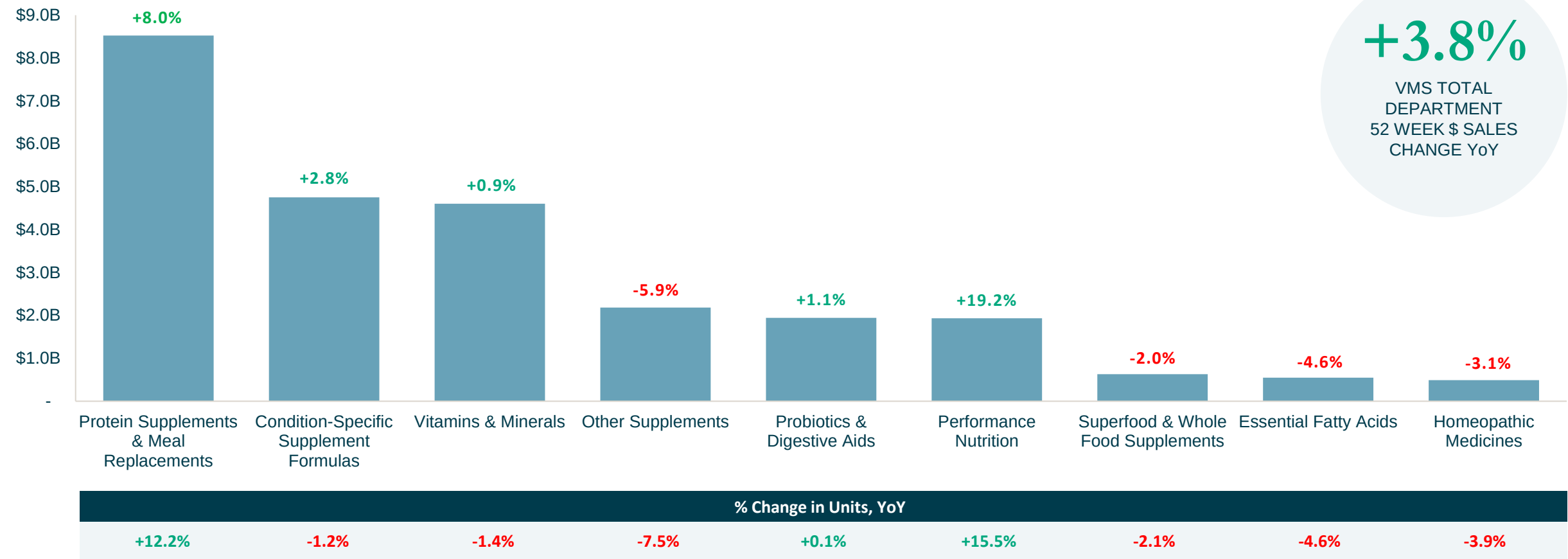
Unilever announced the acquisition of Grüns, a rapidly growing functional nutrition brand offering daily gummy supplements made with whole-food ingredients. The transaction strengthens Unilever's Health & Wellbeing portfolio by expanding its presence within personalized nutrition and premium vitamins. Grüns' one-of-a-kind, digital-first model and strong consumer engagement complement Unilever's global scale and distribution capabilities, paving the way for more activity amongst global CPG strategies in consumer health.



Performance Trends Across Leading VMS Categories

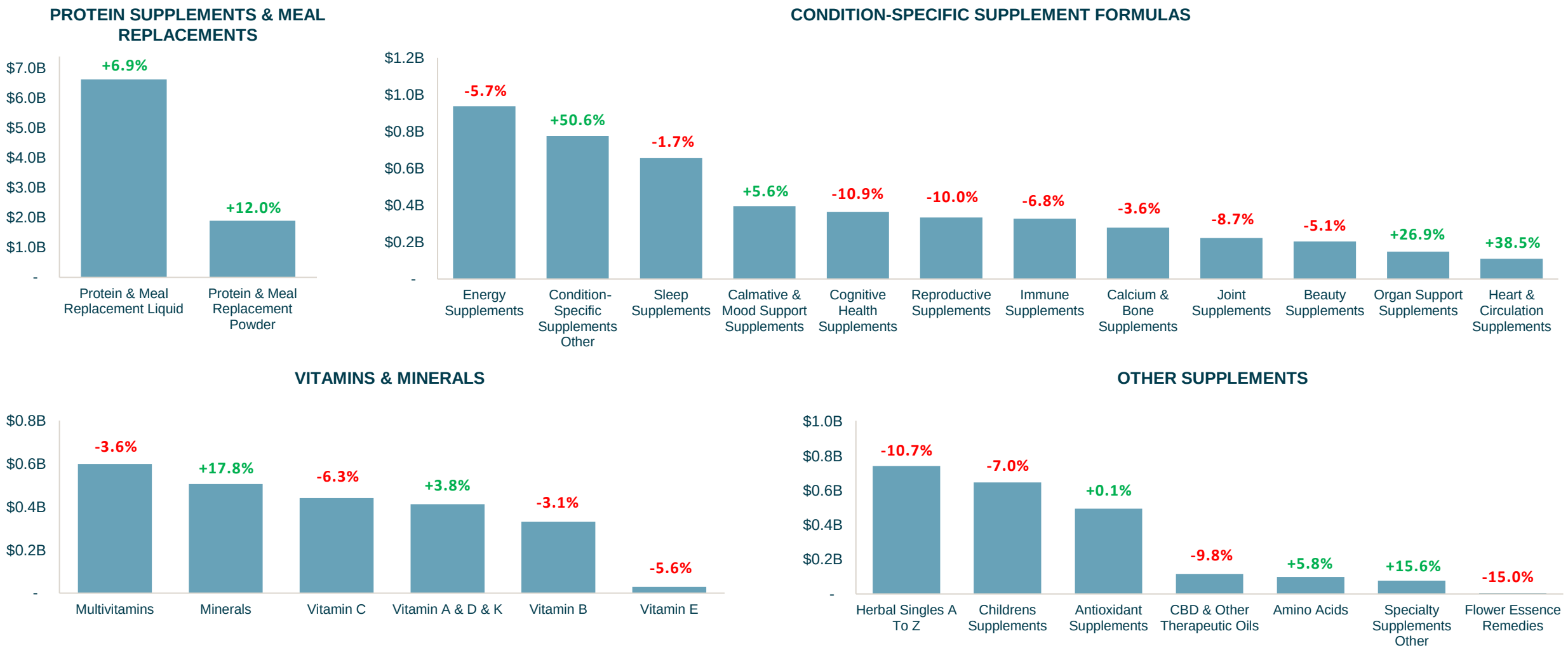
Consumers are increasingly taking a proactive, outcomes-driven approach to everyday health, fueling demand for functional solutions across protein, performance, digestive health and other targeted wellness needs

VITAMINS & SUPPLEMENTS BY CATEGORY: DOLLAR SALES, DOLLAR % CHANGE YoY



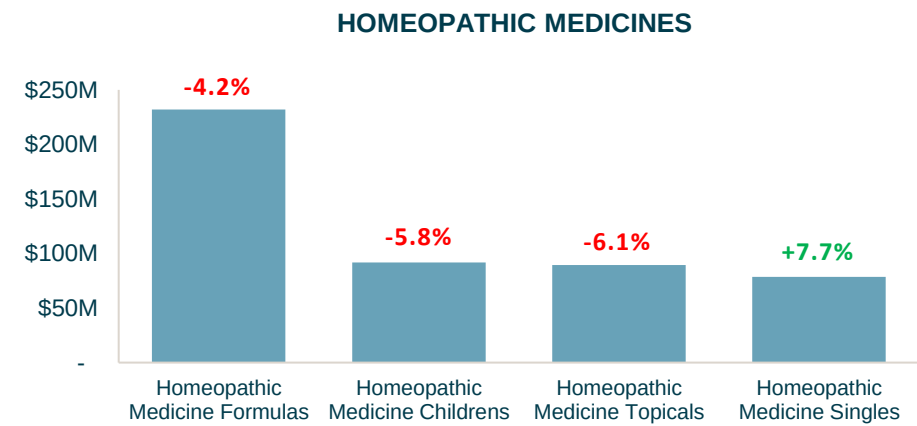
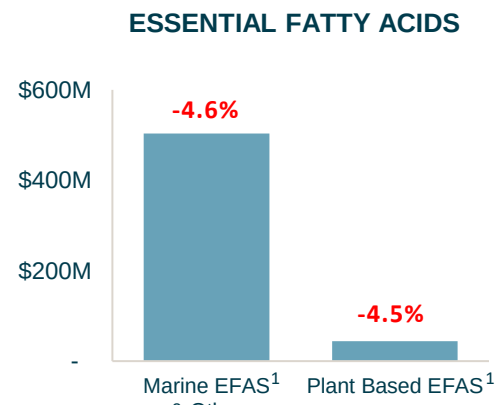
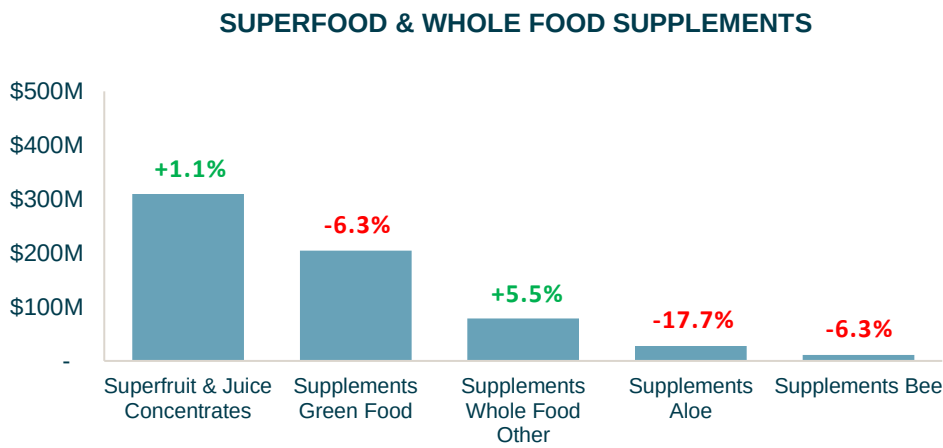
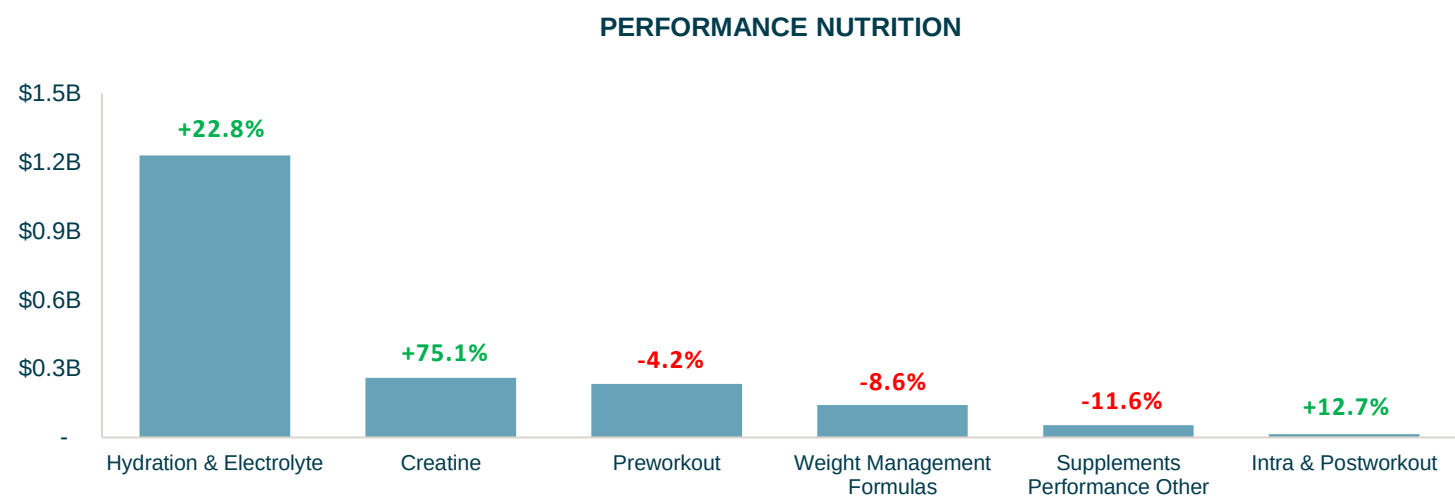
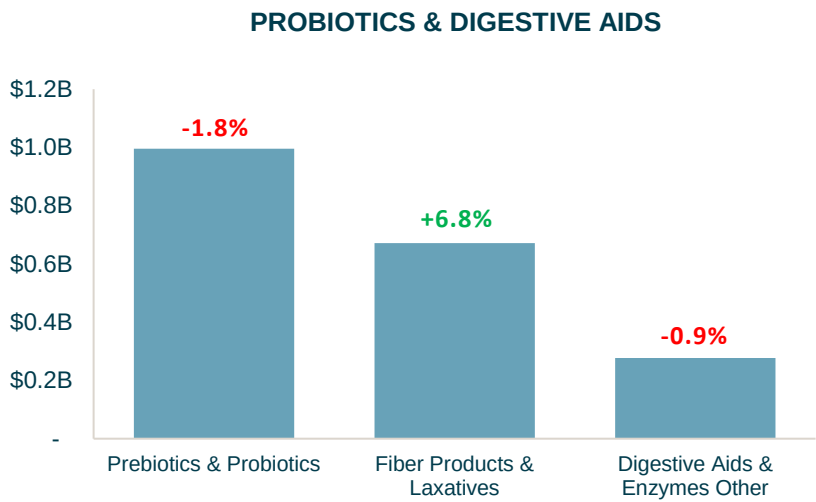
Performance Trends Across Leading VMS Subcategories

Vitamins & Supplements By Subcategory: Dollar Sales, Dollar % Change YoY



Performance Trends Across Leading VMS Subcategories (cont.)

Vitamins & Supplements By Subcategory: Dollar Sales, Dollar % Change YoY

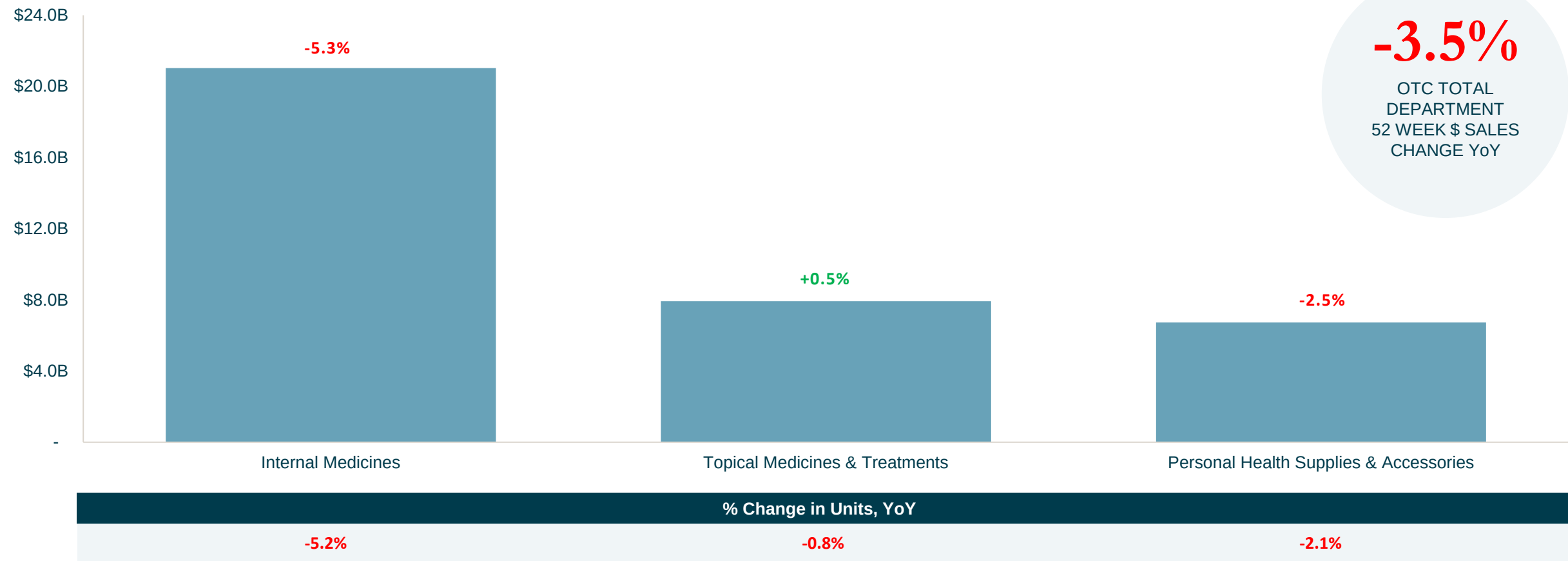


Sources: SPINS Natural Channel, Convenience & Multi-Outlet (MULO) (Powered by Circana); Dept: Vitamins & Supplements, 52 Weeks Ending 7/12/26.
1. EFAS = Essential fatty acids.

Performance Trends Across Leading OTC Categories

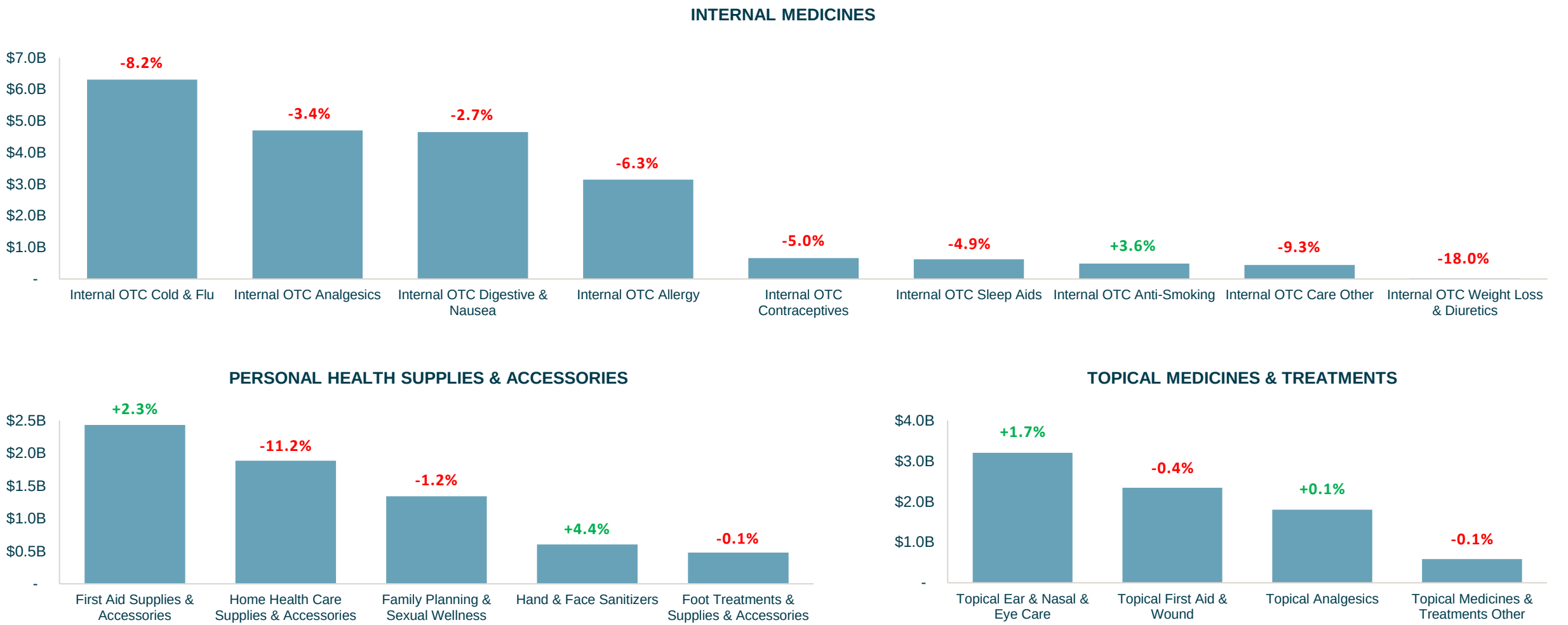
Over-the-counter (OTC) growth is evolving as consumers increasingly prioritize proactive self-care and everyday health management, driving demand toward convenient, value-oriented and differentiated solutions

OTC BY CATEGORY: DOLLAR SALES, DOLLAR % CHANGE YoY

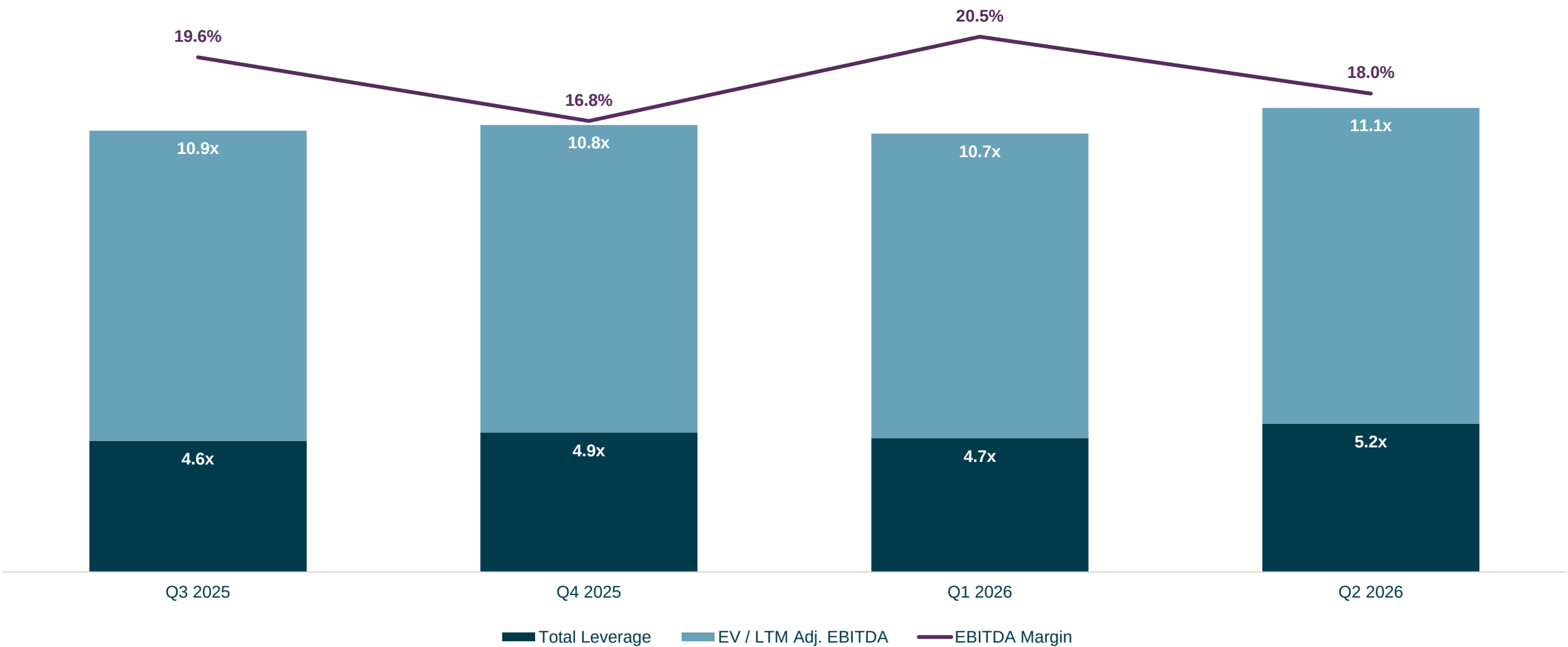


Performance Trends Across Leading OTC Subcategories

OTC By Subcategory: Dollar Sales, Dollar % Change YoY

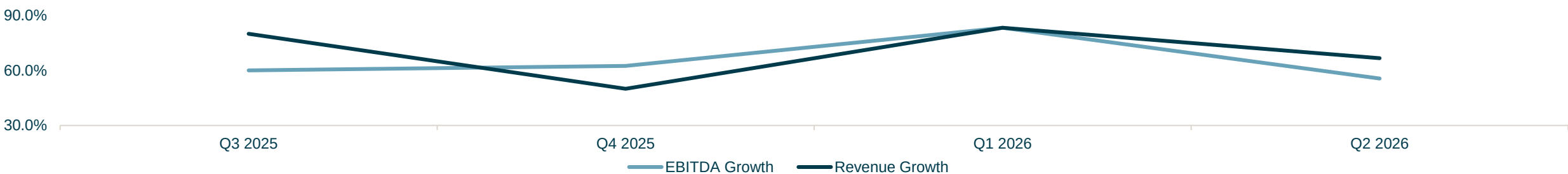


Lincoln's Proprietary Private Market Database: Insights into the Latest Consumer Health Leverage and Valuation Levels

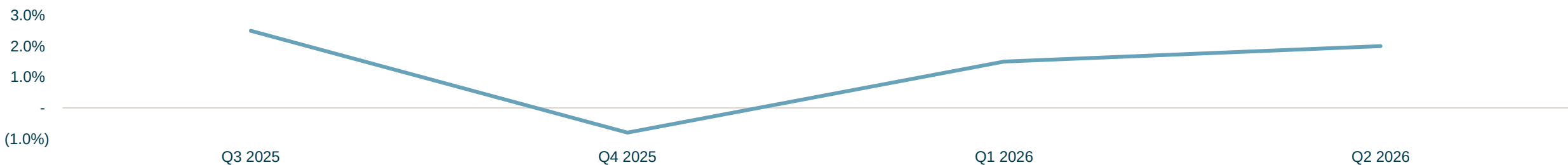


Lincoln's Proprietary Private Market Database: Insights into the Consumer Health Industry's Performance

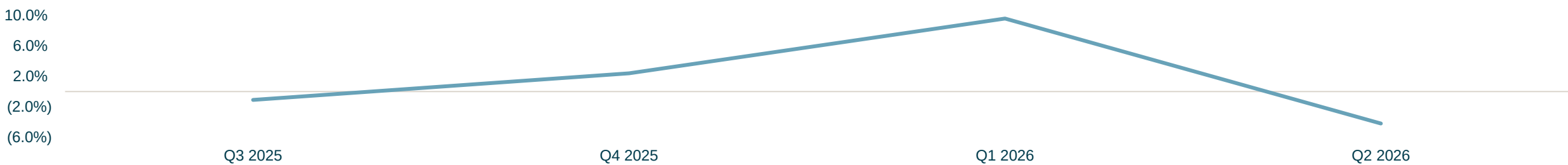
PERCENTAGE OF CONSUMER HEALTH COMPANIES GENERATING GROWTH



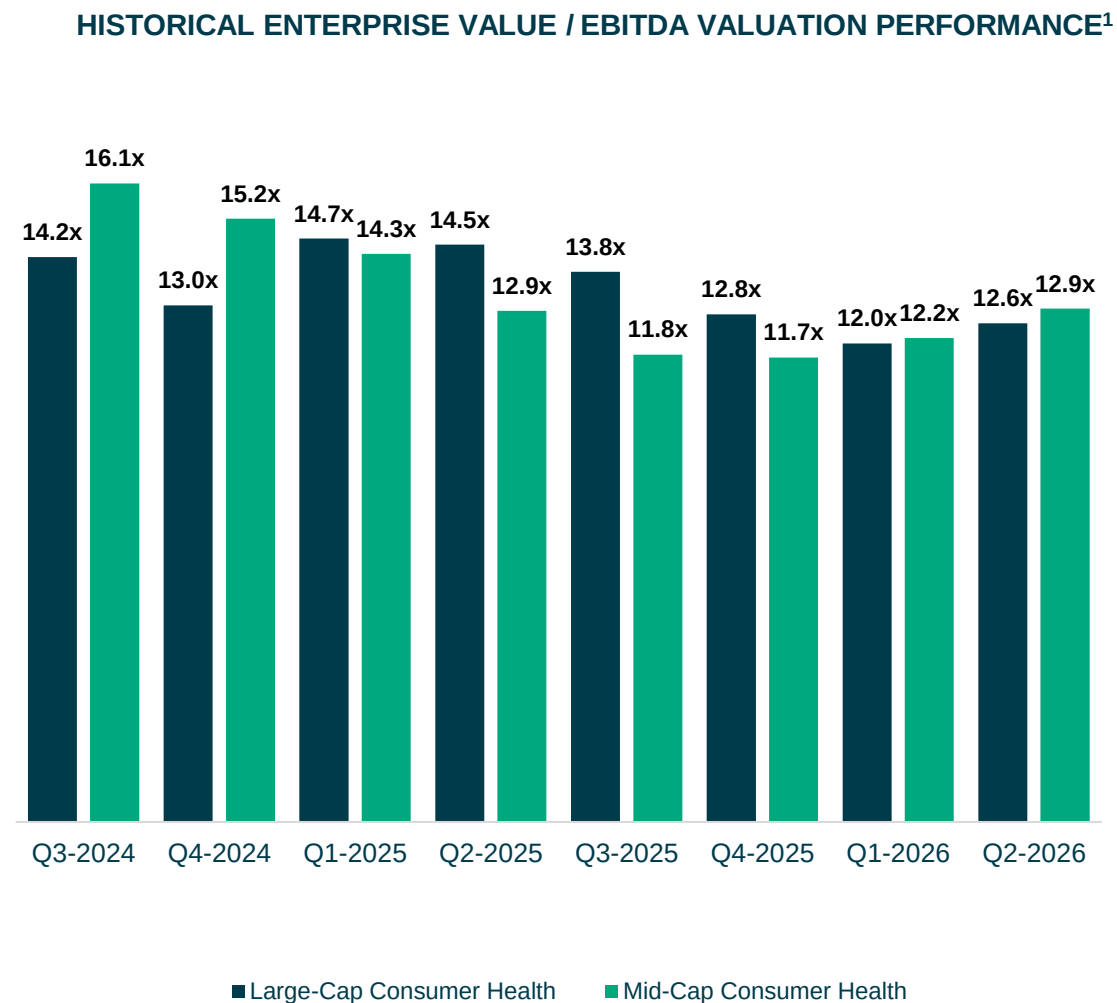
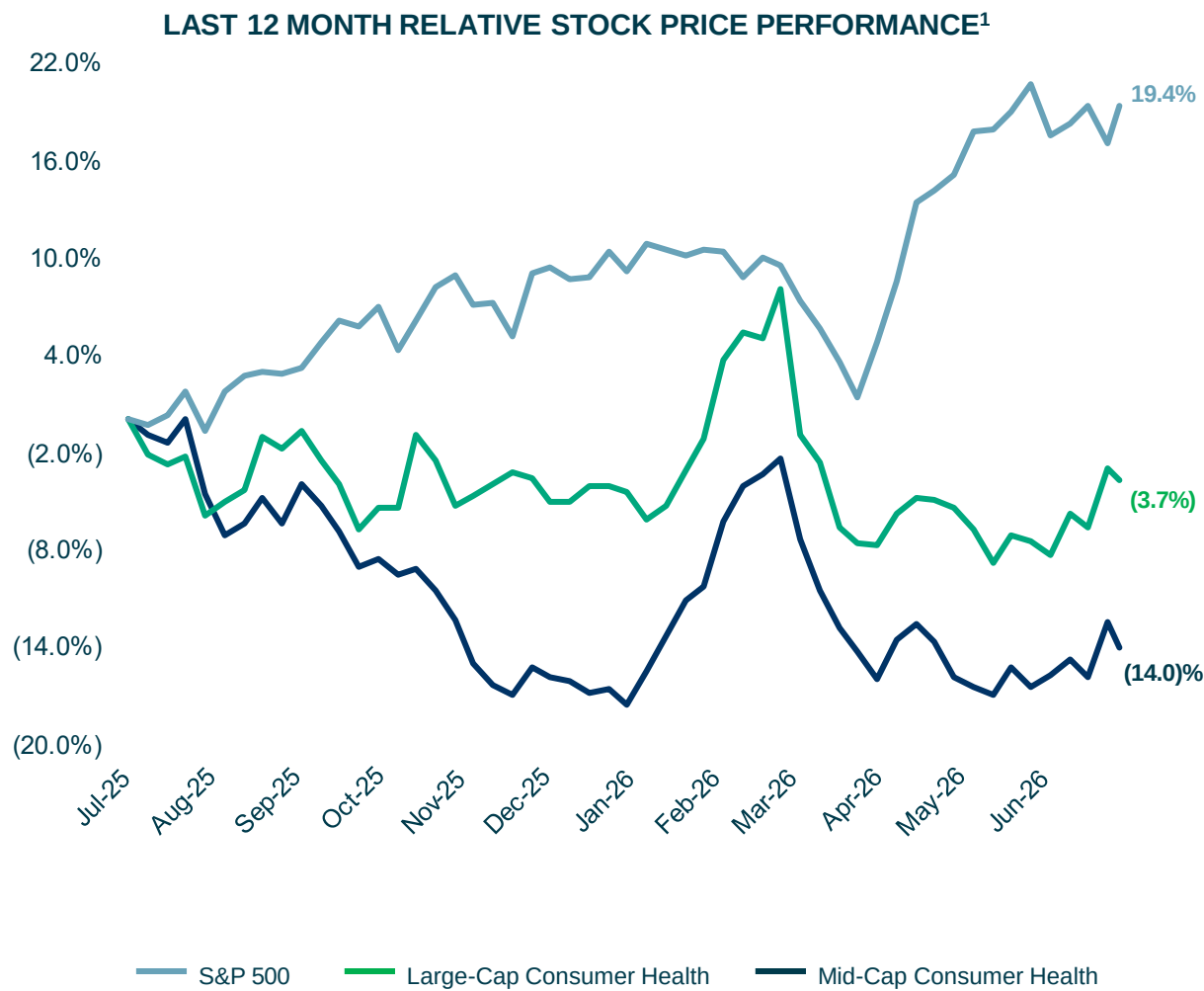
CONSUMER HEALTH INDUSTRY REVENUE GROWTH (YoY) – INCLUDES ORGANIC AND M&A GROWTH



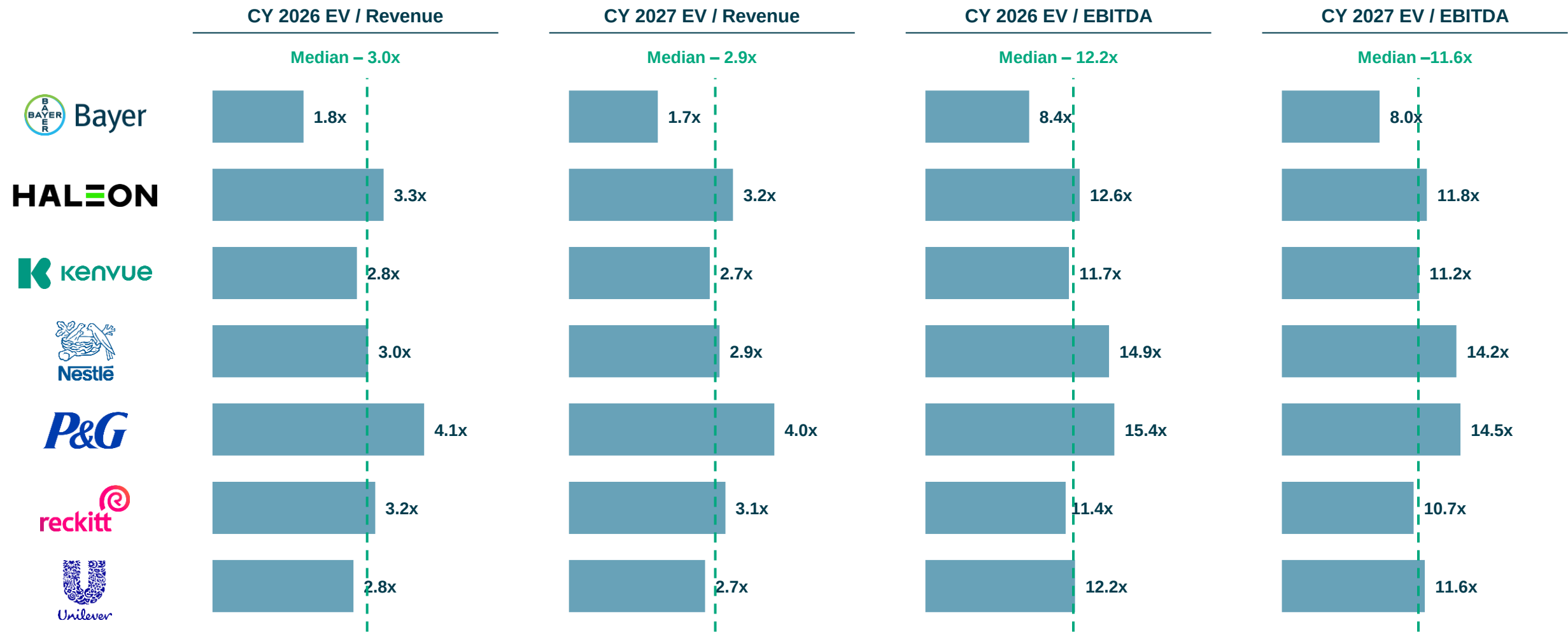
CONSUMER HEALTH INDUSTRY EBITDA GROWTH



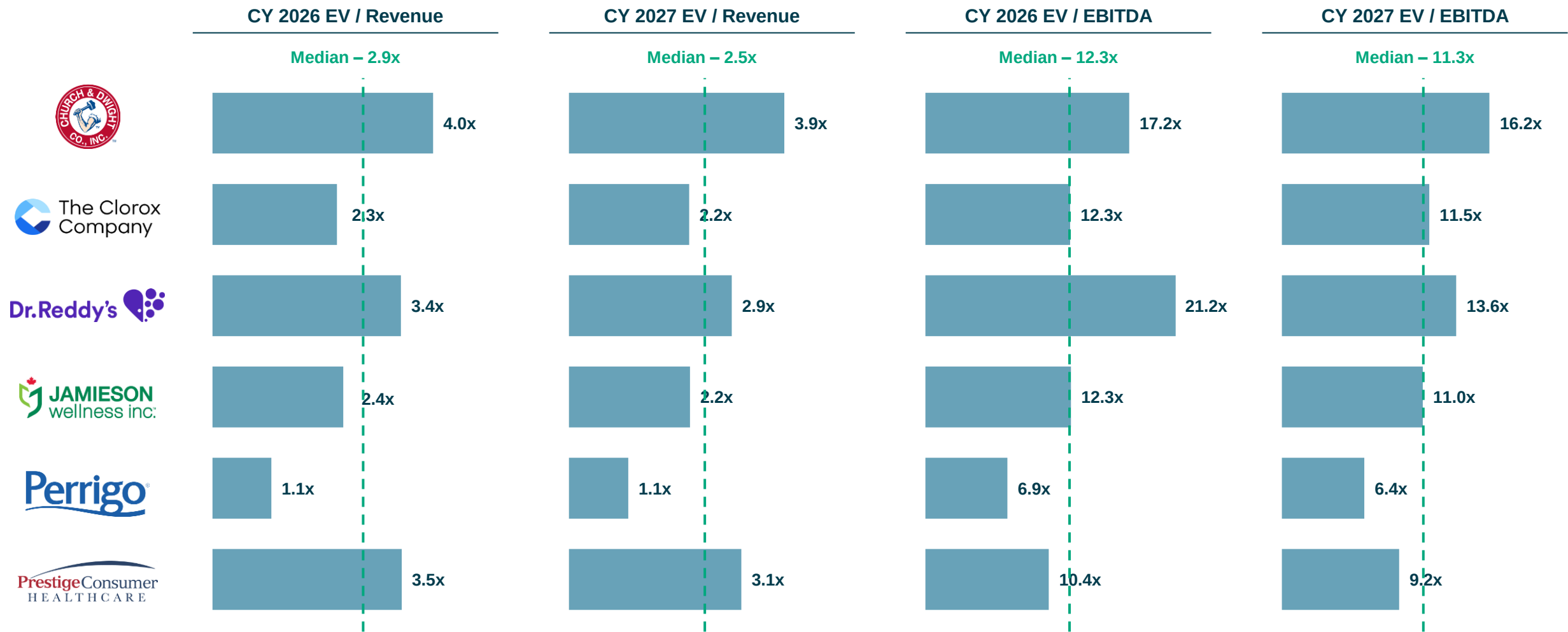
Consumer Health Valuations



Consumer Healthcare Valuation Metrics: Large-Cap



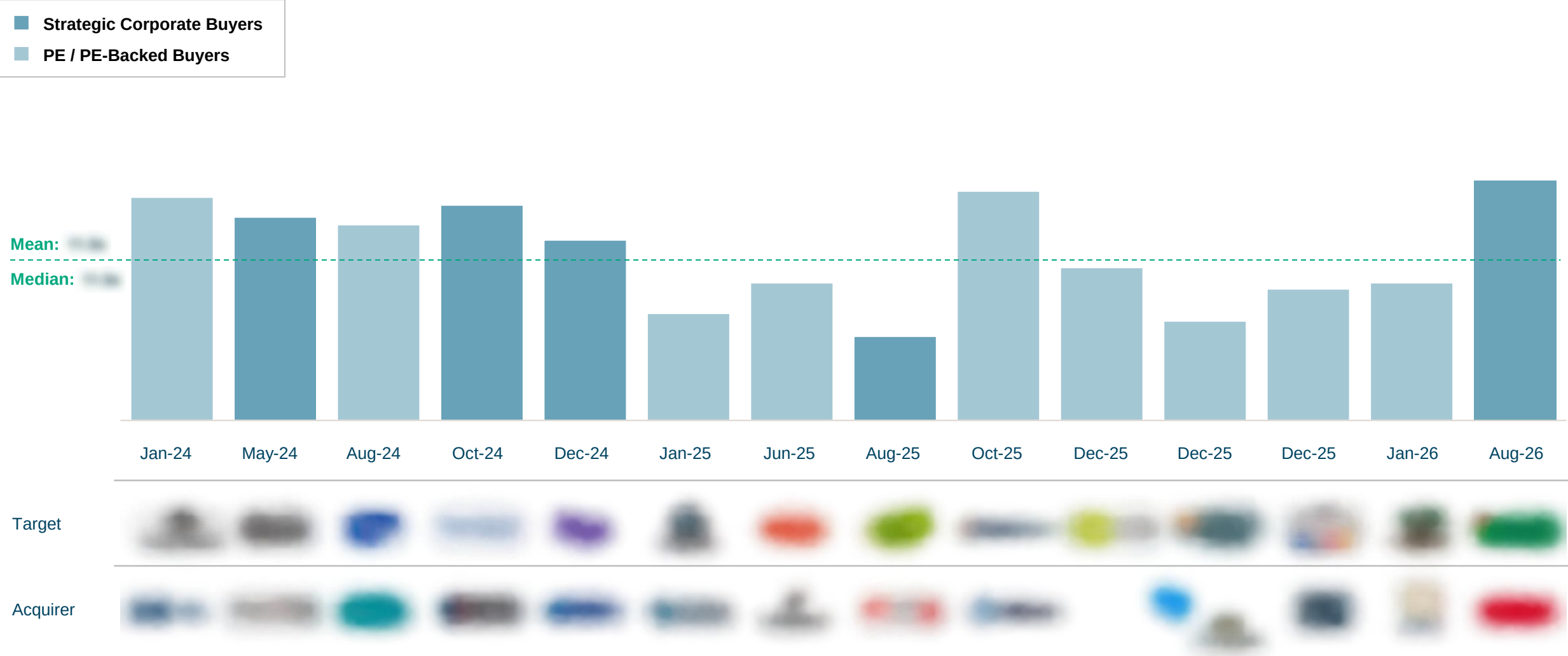
Consumer Healthcare Valuation Metrics: Mid-Cap



Recent Branded VMS Transactions

To view the full transactions list, please contact GFerguson@lincolninternational.com

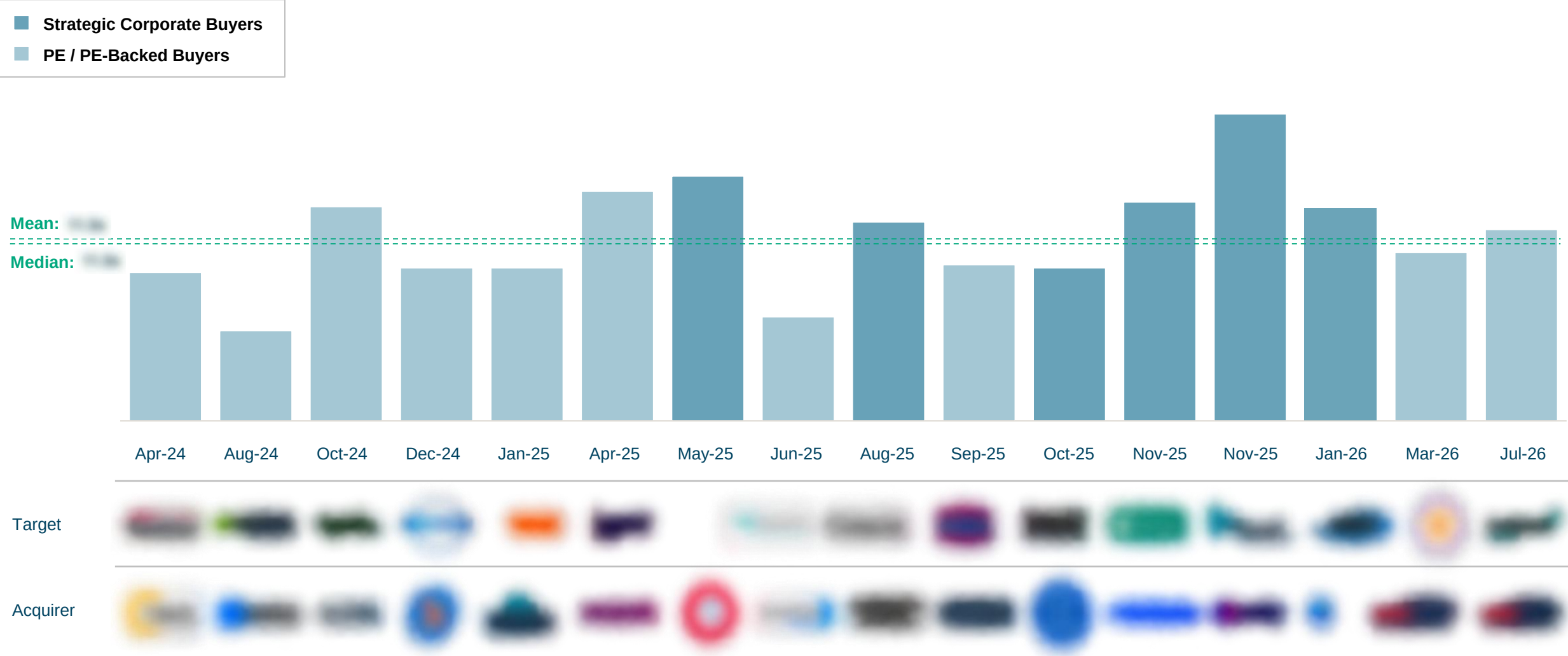
Select, recent relevant branded VMS transactions (TEV / EBITDA)



Recent Branded OTC Transactions

To view the full transactions list, please contact GFerguson@lincolninternational.com

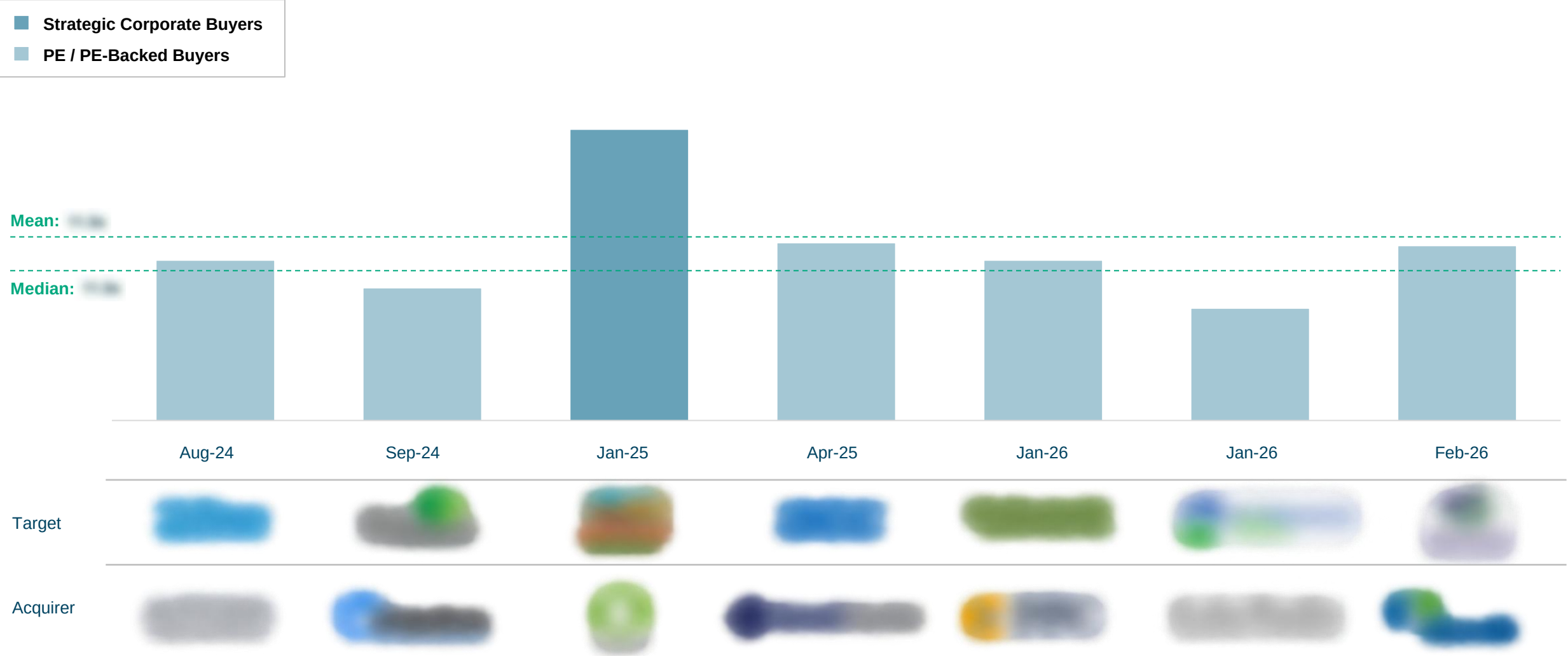
Select, recent relevant branded OTC transactions (TEV / EBITDA)



Recent Contract Manufacturer Transactions

Select, recent relevant contract manufacturer transactions (TEV / EBITDA)

To view the full transactions list, please contact GFerguson@lincolninternational.com



Top VMS Brand Insights

PROTEIN SUPPLEMENTS & MEAL REPLACEMENTS

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Premier Protein	\$1,466.3M	+5.2%	+7.9%	17.2%	77.9%
2	Core Power	\$1,328.9M	+9.6%	+4.1%	15.6%	88.7%
3	Ensure	\$788.7M	-5.8%	-0.4%	9.3%	81.0%
4	Boost	\$414.4M	-4.3%	-3.9%	4.9%	79.9%

5	Muscle Milk	\$368.0M	-6.5%	-1.0%	4.3%	73.2%
---	-------------	----------	-------	-------	------	-------

CONDITION SPECIFIC SUPPLEMENT FORMULAS

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	5-Hour Energy	\$656.9M	-7.8%	-8.7%	13.8%	91.2%
2	Natrol	\$214.9M	-0.9%	-4.1%	4.5%	73.7%
3	Prevagen	\$204.5M	-17.9%	-18.5%	4.3%	46.6%
4	Oilly	\$202.2M	-6.0%	-0.7%	4.3%	57.6%

5	Botanic Tonics	\$176.9M	+5.0%	+1.5%	3.7%	1.6%
---	----------------	----------	-------	-------	------	------

Top VMS Brand Insights (cont.)

VITAMINS & MINERALS

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Nature Made	\$1,117.5M	+10.8%	+10.1%	24.3%	73.8%
2	Natures Bounty	\$366.4M	+15.1%	+15.5%	8.0%	53.2%
3	Emergen-C	\$264.0M	-5.5%	-2.9%	5.7%	79.9%
4	Centrum	\$260.0M	-4.3%	-3.2%	5.6%	78.2%
5	One A Day	\$231.9M	-12.9%	-10.8%	5.0%	77.5%

OTHER SUPPLEMENTS

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Bausch & Lomb	\$128.2M	-8.2%	-7.8%	5.9%	58.0%
2	Qunol	\$120.3M	-3.5%	-3.9%	5.5%	48.2%
3	Olly	\$106.8M	-5.3%	-4.1%	4.9%	64.6%
4	Natures Bounty	\$105.8M	+9.9%	+14.1%	4.8%	36.5%
5	Nature Made	\$102.2M	-0.8%	-3.2%	4.7%	27.8%

Top VMS Brand Insights (cont.)

PROBIOTICS & DIGESTIVE AIDS

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Metagenics	\$343.7M	+5.1%	+1.9%	17.7%	76.9%
2	Align	\$122.3M	-0.6%	-0.2%	6.3%	61.8%
3	Garden of Life	\$101.5M	-4.3%	-1.7%	5.2%	52.1%
4	Culturelle	\$84.4M	-4.5%	-3.9%	4.3%	59.3%
5	Olly	\$68.3M	-4.0%	-3.5%	3.5%	50.2%

PERFORMANCE NUTRITION

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Liquid I.V.	\$679.5M	+9.4%	+12.2%	35.2%	83.5%
2	LMNT	\$123.6M	+576.6%	+472.1%	6.4%	30.6%
3	Propel	\$123.6M	-6.7%	-14.5%	6.4%	66.8%
4	Optimum Nutrition	\$73.9M	+59.6%	+77.7%	3.8%	36.0%
5	Bucked Up	\$73.6M	+22.4%	+24.2%	3.8%	34.5%

Top VMS Brand Insights (cont.)

SUPERFOOD & WHOLE FOOD SUPPLEMENTS

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Force Factor	\$111.1M	+7.7%	+5.1%	17.6%	46.0%
2	Grüns	\$55.3M	+582.9%	+654.8%	8.8%	29.4%
3	Bloom	\$47.9M	-42.6%	-32.5%	7.6%	42.2%
4	Goli Nutrition	\$46.0M	+18.9%	+14.7%	7.3%	46.6%
5	AZO	\$39.7M	-12.4%	-13.1%	6.3%	51.2%

ESSENTIAL FATTY ACIDS

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Nature Made	\$186.2M	+2.3%	+3.5%	34.0%	69.1%
2	Nordic Naturals	\$71.5M	+11.8%	+9.8%	13.0%	50.9%
3	Natures Bounty	\$38.8M	-9.9%	-15.8%	7.1%	18.9%
4	Schiff	\$19.0M	-12.1%	-14.1%	3.5%	29.8%
5	Carlson	\$12.8M	+0.4%	-5.7%	2.3%	41.1%

Top VMS Brand Insights (cont.)

HOMEOPATHIC MEDICINES

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Boiron	\$155.0M	+10.5%	+6.6%	31.5%	41.8%
2	Hylands Naturals	\$117.3M	-7.9%	-8.4%	23.9%	50.1%
3	Zicam	\$99.5M	-9.1%	-6.4%	20.2%	64.4%
4	Theraworx Relief	\$13.8M	-13.3%	-13.7%	2.8%	24.8%
5	Magnilife	\$12.8M	-3.8%	-8.2%	2.6%	17.9%

Top VMS Brand Insights (cont.)

BIGGEST MOVERS – FASTEST-GROWING BRANDS ACROSS ALL CATEGORIES

Rank	Brand	Category	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)
1	Grüns	Superfood & Whole Food Supplements	\$55.3M	+582.9%	+654.8%
2	LMNT	Performance Nutrition	\$123.6M	+576.6%	+472.1%
3	Optimum Nutrition	Performance Nutrition	\$73.9M	+59.6%	+77.7%
4	Bucked Up	Performance Nutrition	\$73.6M	+22.4%	+24.2%
5	Goli Nutrition	Superfood & Whole Food Supplements	\$46.0M	+18.9%	+14.7%
6	Nature's Bounty	Vitamins & Minerals	\$366.4M	+15.1%	+15.5%
7	Nordic Naturals	Essential Fatty Acids	\$71.5M	+11.8%	+9.8%
8	Nature Made	Vitamins & Minerals	\$1,117.5M	+10.8%	+10.1%
9	Boiron	Homeopathic Medicines	\$155.0M	+10.5%	+6.6%
10	Nature's Bounty	Other Supplements	\$105.8M	+9.9%	+14.1%

Top OTC Brand Insights

INTERNAL MEDICINES

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Vicks	\$1,468.2M	-2.2%	-5.6%	7.0%	89.1%
2	Tylenol	\$1,325.2M	-4.2%	-3.9%	6.3%	88.7%
3	Mucinex	\$1,009.6M	-13.8%	-14.2%	4.8%	82.7%
4	Advil	\$703.4M	-3.4%	-2.9%	3.3%	84.9%
5	Zyrtec	\$599.1M	-0.1%	+0.8%	2.8%	81.3%

TOPICAL MEDICINES & TREATMENTS

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Alcon	\$643.9M	+0.5%	+0.3%	8.1%	81.4%
2	Bausch & Lomb	\$423.2M	+6.3%	+8.1%	5.3%	80.8%
3	Refresh	\$324.2M	+5.2%	+7.0%	4.1%	75.3%
4	Vicks	\$284.1M	-1.7%	-5.0%	3.6%	65.2%
5	Aquaphor	\$244.5M	+5.1%	+4.6%	3.1%	74.0%

Top OTC Brand Insights (cont.)

PERSONAL HEALTH SUPPLIES & ACCESSORIES

Rank	Brand	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)	Category Share	Avg. % ACV
1	Band-Aid	\$414.6M	+5.9%	+0.8%	6.2%	86.3%
2	Trojan	\$390.4M	-1.2%	-5.7%	5.8%	80.1%
3	Clearblue	\$181.3M	+0.6%	+2.3%	2.7%	66.3%
4	Purell	\$125.7M	-1.7%	-5.2%	1.9%	75.4%
5	Flowflex	\$119.0M	-30.4%	-39.0%	1.8%	50.1%

Top OTC Brand Insights (cont.)

BIGGEST MOVERS – FASTEST-GROWING BRANDS ACROSS ALL CATEGORIES

Rank	Brand	Category	L52W Sales	\$ Growth (YoY)	Unit Growth (YoY)
1	Bausch & Lomb	Topical Medicines & Treatments	\$423.2M	+6.3%	+8.1%
2	Band-Aid	Personal Health Supplies & Accessories	\$414.6M	+5.9%	+0.8%
3	Refresh	Topical Medicines & Treatments	\$324.2M	+5.2%	+7.0%
4	Aquaphor	Topical Medicines & Treatments	\$244.5M	+5.1%	+4.6%
5	Clearblue	Personal Health Supplies & Accessories	\$181.3M	+0.6%	+2.3%
6	Alcon	Topical Medicines & Treatments	\$643.9M	+0.5%	+0.3%

About Lincoln International

We are trusted investment banking advisors to business owners and senior executives of leading private equity firms and their portfolio companies and to public and privately held companies around the world. Our services include mergers and acquisitions advisory, private funds and capital markets advisory and valuations and fairness opinions. As one tightly integrated team of more than 1,400 professionals across 30 offices in 14 countries, we offer an unobstructed perspective on the global private capital markets, backed by superb execution and a deep commitment to client success. With extensive industry knowledge and relationships, timely market intelligence and strategic insights, we forge deep, productive client relationships that endure for decades. Connect with us to learn more at www.lincolninternational.com.



Contributors

Gus Ferguson

Director

gferguson@lincolninternational.com

+1 (312) 818-4695

Chris Stradling

Managing Director & Co-Head of Consumer

cstradling@lincolninternational.com

+1 (312) 580-8325

GLOBAL INDUSTRY GROUPS

Business Services

Consumer

Energy Transition, Power & Infrastructure

Financial Services

Healthcare

Industrials

Technology

ADVISORY SERVICES

Mergers & Acquisitions

Capital Advisory

Private Funds Advisory

Valuations & Opinions

Connect with a professional in Lincoln International's Consumer Group at
<https://www.lincolninternational.com/consumer>

