



**Houlihan  
Lokey**

# E-Commerce and D2C Market Update

Q1 2025



# About Our Firm

Houlihan Lokey, Inc. (NYSE:HLI) is a leading global investment bank with expertise in mergers and acquisitions, capital solutions, financial restructuring, and financial and valuation advisory.

Our firm is the trusted advisor to more top decision-makers than any other independent global investment bank.

## CORPORATE FINANCE

2024 M&A Advisory Rankings  
All Global Transactions

|   | Advisor               | Deals      |
|---|-----------------------|------------|
| 1 | <b>Houlihan Lokey</b> | <b>415</b> |
| 2 | Rothschild & Co       | 406        |
| 3 | Goldman Sachs & Co    | 371        |
| 4 | JP Morgan             | 342        |
| 5 | Morgan Stanley        | 309        |

Source: LSEG (formerly Refinitiv).  
Excludes accounting firms and brokers.

No. 1  
Global M&A Advisor

Leading  
Capital Solutions Group

## FINANCIAL RESTRUCTURING

2024 Global Distressed Debt &  
Bankruptcy Restructuring Rankings

|   | Advisor                      | Deals     |
|---|------------------------------|-----------|
| 1 | <b>Houlihan Lokey</b>        | <b>88</b> |
| 2 | PJT Partners Inc             | 59        |
| 3 | Rothschild & Co              | 48        |
| 4 | Lazard                       | 44        |
| 5 | Perella Weinberg Partners LP | 40        |

Source: LSEG (formerly Refinitiv).

No. 1  
Global Restructuring Advisor

1,800+  
Transactions Completed Valued at  
More Than \$3.8 Trillion Collectively

## FINANCIAL AND VALUATION ADVISORY

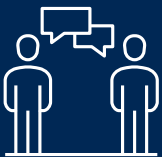
2000–2024 Global M&A  
Fairness Advisory Rankings

|   | Advisor                         | Deals        |
|---|---------------------------------|--------------|
| 1 | <b>Houlihan Lokey</b>           | <b>1,243</b> |
| 2 | Duff & Phelps, A Kroll Business | 1,045        |
| 3 | JP Morgan                       | 1,020        |
| 4 | UBS                             | 792          |
| 5 | Morgan Stanley                  | 698          |

Source: LSEG (formerly Refinitiv).  
Announced or completed transactions.

No. 1  
Global M&A Fairness Opinion  
Advisor Over the Past 25 Years

2,000+  
Annual Valuation Engagements



Learn more about how  
our advisors can serve  
your needs:

Corporate Finance →

Financial Restructuring →

Financial and  
Valuation Advisory →

Our Industry Coverage →



Our clients benefit from our local presence and global reach.

34

Locations  
Worldwide

**AMERICAS**

|           |                  |
|-----------|------------------|
| Atlanta   | Los Angeles      |
| Baltimore | Miami            |
| Boston    | Minneapolis      |
| Charlotte | New York         |
| Chicago   | San Francisco    |
| Dallas    | São Paulo        |
| Houston   | Washington, D.C. |

~2,000

Total Financial  
Professionals

339

Managing  
Directors<sup>(1)</sup>

**EUROPE  
AND  
MIDDLE  
EAST**

|            |           |
|------------|-----------|
| Amsterdam  | Milan     |
| Antwerp    | Munich    |
| Dubai      | Paris     |
| Frankfurt  | Stockholm |
| London     | Zurich    |
| Madrid     |           |
| Manchester |           |

2,000+

Clients Served  
Annually

\$11.37B

Market  
Cap<sup>(2)</sup>

**ASIA-  
PACIFIC**

|               |           |
|---------------|-----------|
| Beijing       | Shanghai  |
| Gurugram      | Singapore |
| Hong Kong SAR | Sydney    |
| Mumbai        | Tokyo     |

\$2.4B

Annual  
Revenue<sup>(3)</sup>

**Fully Integrated Financial  
Sponsor Coverage**

25

Senior officers dedicated to the sponsor community in the Americas and Europe.

1,900+

Sponsors covered, providing market insights and knowledge of buyer behavior.

800+

Companies sold to financial sponsors over the past five years.



(1) As of March 31, 2025.  
(2) As of April 30, 2025.  
(3) LTM ended March 31, 2025.

# About Our Consumer Group

Houlihan Lokey’s Consumer Group has earned a reputation for providing superior service and achieving outstanding results in M&A advisory, capital-raising, restructuring, and financial and valuation advisory services.

We have built a reputation as a trusted advisor to companies in the consumer industry. We do this by combining our extensive market capabilities with our in-depth industry knowledge to help maximize shareholder value for our clients.

## Consumer Group: No. 1 for All U.S. M&A Transactions

2024 M&A Advisory Rankings  
All U.S. Consumer Transactions

|   | Advisor               | Deals |
|---|-----------------------|-------|
| 1 | Houlihan Lokey        | 26    |
| 2 | William Blair & Co    | 20    |
| 3 | Jefferies LLC         | 19    |
| 4 | Generational Equity   | 17    |
| 4 | Lincoln International | 17    |

Source: LSEG (formerly Refinitiv).

Based on number of transactions and according to data provided by LSEG (formerly Refinitiv), Houlihan Lokey was ranked the **No. 1** investment bank for all U.S. consumer M&A transactions in 2024.



Tombstones included herein represent transactions closed from 2021 forward.  
\*Selected transactions were executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.

## Industry Sector Coverage

We cover a broad array of sectors, with financial professionals dedicated to each of our primary coverage areas.



Consumer Products



Food and Beverage



Consumer Channels and Leisure

## Featured Consumer Transactions

Transaction Pending

**MIGROS**

has agreed to sell

Hotelplan interhome

to

to

**DERTOUR** home to go

REWE REWE

Sellside Advisor

**APOLLO**

has acquired a minority stake in

**AUTODOC+**

Buy-side Advisor

SUNDAY NATURAL

has received an investment from

**CVC**

Sellside Advisor

Foxway

a portfolio company of

Norvestor

and majority owned by management and founders has entered into a partnership with

**NORDIC CAPITAL**

Sellside Advisor

**CVC** CAPITAL PARTNERS

with

Partners Group

have increased their stake in

**BREITLING** 1884

Sellside Advisor

**yfood**

has entered into a strategic partnership with new minority shareholder

Nestle

Sellside Advisor

**MONICA VINADER**

a portfolio company of

**PIPER** PIPER

has been acquired by

**Bridgepoint**

Sellside Advisor

A controlling interest in

**Thinx**

has been acquired by

**Kimberly-Clark**

Sellside Advisor & Financial Opinion

woom

has received a growth investment from

Bregal

Financial Advisor

Unol

has been acquired by

**sanofi**

Sellside Advisor

**Okamac**

has acquired a majority stake in

**Meridiam** for people and the planet

Sellside Advisor

**CVC**

has acquired a majority stake in

**QUALITY GROUP**

EST MORE INNOVATION

Buy-side Advisor

**ARDIAN**

has sold its stake in

**BERLIN BRANDS GROUP**

to

**BainCapital**

Sellside Advisor\*

**PINARELLO**

a portfolio company of

**CATTERTON**

has been acquired by a private family office

Sellside Advisor

**trüfrü**

has been acquired by

**MARS**

Sellside Advisor

## Key Facts and Figures

125+

Dedicated Consumer Group Financial Professionals

60+

Completed Industry Sector Transactions in CY24



# About Our E-Commerce and D2C Team

The E-Commerce and Direct-to-Consumer (D2C) team, which operates within Houlihan Lokey's Consumer Group, has earned a reputation for providing superior service and achieving outstanding results in M&A advisory, capital-raising, restructuring, and financial and valuation advisory services.

The global Houlihan Lokey Consumer Group has more than 125 dedicated advisors located in 11 offices around the world and has built a reputation as a trusted advisor to companies in the consumer industry. We do this by combining our extensive market capabilities with our in-depth industry knowledge to help maximize shareholder value for our clients. When our experience is combined with our comprehensive understanding of the industry's financial, regulatory, and competitive dynamics, we are able to more effectively analyze a full range of strategic options, such as mergers, acquisitions, divestitures, capital raising, and asset sale transactions.

## Featured Transactions

Transaction Pending

  
has agreed to sell  
   
to  
   
Sellside Advisor

  
has acquired a minority stake in  
  
Buy-side Advisor

  
has received an investment from  
  
Sellside Advisor

  
has sold  
  
to  
  
Sellside Advisor

  
has sold  
  
to  
  
Sellside Advisor\*

  
a portfolio company of  
  
and majority owned by management and founders has entered into a partnership with  
  
Sellside Advisor

  
has received a growth investment from  
   
Financial Advisor

  
has entered into a strategic partnership with new minority shareholder  
  
Sellside Advisor

  
has been acquired by  
  
a portfolio company of  
  
Sellside Advisor

  
has acquired a majority stake in  
  
Buy-side Advisor

  
has been acquired by  
  
for people and the planet  
Sellside Advisor

  
has sold its stake in  
  
to  
  
Sellside Advisor\*

  
a portfolio company of  
  
has sold a majority stake to  
  
Sellside Advisor

  
has sold  
  
to  
  
Sellside Advisor

Tombstones included herein represent transactions closed from 2017 forward.  
\*Selected transactions were executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.

## Subsector Coverage

- Aggregators, Platforms, and Marketplaces
- Circular and Sustainable Brands
- Circular Business
- Circular Enablers
- Circular Marketplaces (Peer-to-Peer, Managed)
- Direct-to-Consumer
- Fashion/Apparel
- Fitness
- Food Retail
- Gaming and Gambling
- Multi-Unit Services
- Out-of-Home Entertainment
- Product-as-a-Service
- QSR/Franchise
- Restaurants/Hospitality
- Retail
- Smart Mobility
- Travel

## Contacts



**Thomas Egli**  
Managing Director  
[Thomas.Egli@HL.com](mailto:Thomas.Egli@HL.com)  
+41 43 499 43 41



**Steven Tishman**  
Managing Director  
[STishman@HL.com](mailto:STishman@HL.com)  
+1 212.497.4142



**Matthias Niedermeyer**  
Associate  
[Matthias.Niedermeyer@HL.com](mailto:Matthias.Niedermeyer@HL.com)  
+ 41 43 499 43 37

## Contact Us

Please reach out to us to schedule a call to discuss this quarter's market update or to explore how we can serve your business needs.

 Request a Meeting

 Learn More About Us



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Disclaimer

# E-Commerce and D2C Market Update

Q1 2025 M&A activity picks up the momentum from Q4 2024, indicating increased resilience in deal-making, not mirroring the sharp decline in Q1 last year, despite showing a slight decrease in total deals year-on-year.

Geopolitical uncertainty remains a key constraint for many industry participants, limiting broader deal activity growth.

## E-Commerce and D2C M&A Transaction Volume

79

Transactions  
Q1 2025



## E-Commerce and D2C Sector Market Snapshot<sup>(1)</sup>

0.7x

TEV/2025E  
Revenue

10.4x

TEV/2025E  
EBITDA

8.4%

2024–2026E  
Revenue CAGR

8.7%

2025E EBITDA  
Margin

Sources: S&P Capital IQ, Federal Reserve Economic Data. Data as of March 31, 2025.  
(1) The Houlihan Lokey E-Commerce and D2C Index consists of a diversified set of companies across the e-commerce and D2C sector. See pages 25–27 for a complete list.



## Featured Sector News

| Date       | Company                                                                             | Subsector                                | Description                                                                                                                                                                                                                                                                                                                                           | Article Link              |
|------------|-------------------------------------------------------------------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 03/25/2025 |    | Inventory-Based E-Commerce               | Wayfair has launched "Wayfair Verified," a program marking its top products for quality and value. Each item will undergo a rigorous five-step evaluation, including packaging, quality, and value assessments. This trusted seal will simplify shopping and ensure confidence in every purchase.                                                     | <a href="#">Read More</a> |
| 03/17/2025 |    | Aggregators, Platforms, and Marketplaces | Amazon Web Services has announced it will expand its collaboration with Fitch Group to enhance FinTech innovation. The partnership will use AI tools like Amazon Q Developer and Amazon Q Transform to improve productivity, application modernization, and data streaming capabilities.                                                              | <a href="#">Read More</a> |
| 03/13/2025 |    | Aggregators, Platforms, and Marketplaces | Just Eat Takeaway.com has partnered with the PHOENIX group to deliver health and personal care products across Europe. Launching in Belgium and the U.K., this collaboration will connect consumers to local pharmacies for quick, seamless access to items like pain relief and skincare products.                                                   | <a href="#">Read More</a> |
| 03/12/2025 |    | Aggregators, Platforms, and Marketplaces | Echelon and AWS have partnered to launch an AI-powered fitness platform powered by Amazon Bedrock that delivers fully personalized workout plans for treadmills, bikes, rowers, and more. Deployment began on March 12.                                                                                                                               | <a href="#">Read More</a> |
| 03/10/2025 |    | Aggregators, Platforms, and Marketplaces | Delivery Hero acquired assets from Deliveroo in Hong Kong SAR via its foodpanda brand after Deliveroo's market exit. Customers, couriers, and vendors from Deliveroo will transition to foodpanda, expanding its offerings while supporting a sustainable delivery ecosystem.                                                                         | <a href="#">Read More</a> |
| 02/26/2025 |    | Aggregators, Platforms, and Marketplaces | Auto Trader has launched two new AI-powered tools as part of its Co-Driver suite to enhance retailer performance. AI-Generated Descriptions instantly craft engaging vehicle descriptions, while Vehicle Highlights showcase key features unique to each car. These tools aim to optimize ads and streamline customer experiences for better results. | <a href="#">Read More</a> |
| 02/21/2025 |   | D2C                                      | Hims & Hers has acquired a California-based peptide facility to enhance its ability to deliver personalized medications and scale its domestic supply chain. This move supports consistent, high-quality care while enabling innovation in preventive health, recovery science, and metabolic optimization.                                           | <a href="#">Read More</a> |
| 02/06/2025 |  | Aggregators, Platforms, and Marketplaces | eBay has completed its acquisition of Caramel, a platform streamlining online vehicle transactions, including paperwork, ownership transfer, and financing. The move strengthens eBay Motors' secure vehicle marketplace and expands Caramel's seamless service across platforms, dealers, and partners.                                              | <a href="#">Read More</a> |

Sources: Company websites, press releases.



# Featured Sector News (cont.)

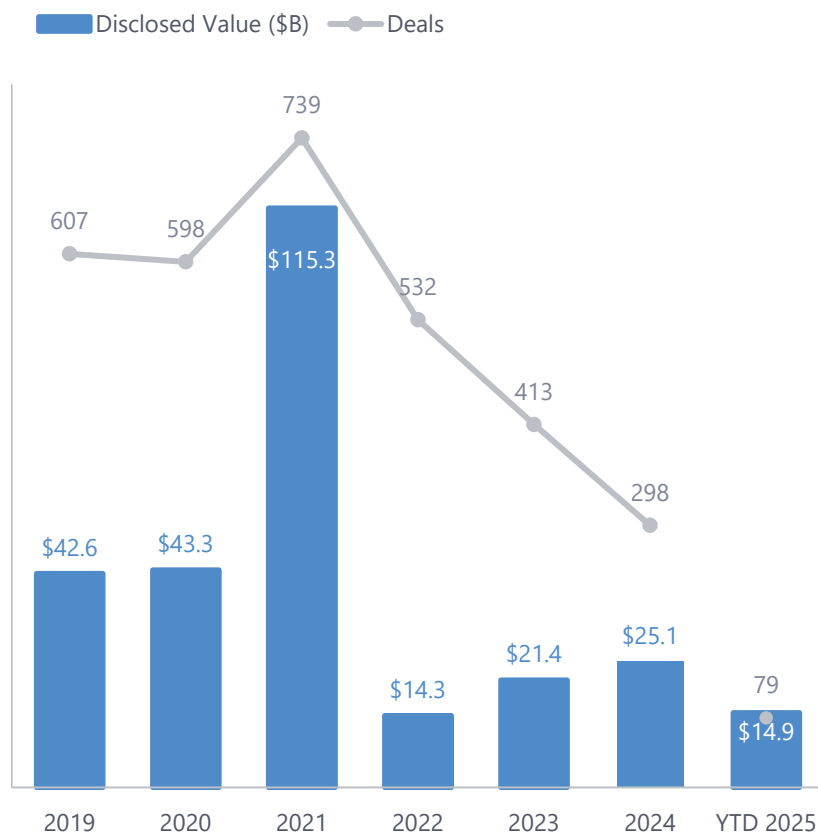
| Date       | Company                                                                           | Subsector                                | Description                                                                                                                                                                                                                                                                                        | Article Link              |
|------------|-----------------------------------------------------------------------------------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 02/04/2025 |  | Aggregators, Platforms, and Marketplaces | Amazon Web Services and Bouygues have partnered to use AI and cloud technology to drive digital transformation across Bouygues' operations. Key efforts will enhance customer experiences, optimize operations, and digitize construction, telecom, and media services.                            | <a href="#">Read More</a> |
| 01/24/2025 |  | Aggregators, Platforms, and Marketplaces | Cars Commerce has acquired DealerClub, an AI-driven wholesale auction platform, for \$25 million upfront with up to \$88 million in performance-based earnouts. The move strengthens Cars Commerce's position in the \$10 billion wholesale used car market.                                       | <a href="#">Read More</a> |
| 01/07/2025 |  | Aggregators, Platforms, and Marketplaces | Just Eat Takeaway.com has finalized the sale of Grubhub to Wonder Group for \$650 million. This move enhances Just Eat's focus on areas of competitive strength, boosts growth, and improves cash flow. Wonder now wholly owns Grubhub's assets and liabilities, with no contingent sale elements. | <a href="#">Read More</a> |

Sources: Company websites, press releases.



# Additional E-Commerce and D2C M&A Highlights

## Transaction Value and Deal Volume<sup>(1)</sup>



Source: S&P Capital IQ. Data as of March 31, 2025.

(1) 2021 transaction value largely fueled by \$46 billion Prosus NV and Naspers Ltd. transaction (May 2021).

(2) Date represents the transaction close date rather than announce date.

## Notable Transactions

| Date                      | Acquirer                   | Target                                   | Subsector                                | Deal Value (\$M) |
|---------------------------|----------------------------|------------------------------------------|------------------------------------------|------------------|
| 03/26/2025                | BRIGADE CAPITAL MANAGEMENT | FAMILY DOLLAR                            | D2C                                      | 1,007.5          |
| 03/21/2025                | Multiply                   | Verivox                                  | D2C                                      | 388.4            |
| 03/10/2025                | ROCKET Companies, Inc.     | REDFIN                                   | Inventory-Based E-Commerce               | 2,797.4          |
| 03/10/2025                | Delivery Hero              | Assets in Hong Kong SAR of Deliveroo PLC | Aggregators, Platforms, and Marketplaces | N/D              |
| 03/06/2025                | OUTFITTERY                 | Lookiero                                 | Aggregators, Platforms, and Marketplaces | N/D              |
| 02/24/2025                | prosus                     | JUST EAT Takeaway.com                    | Aggregators, Platforms, and Marketplaces | 5,828.6          |
| 02/22/2025                | Shanghai Qinxuetang        |                                          | Inventory-Based E-Commerce               | 29.1             |
| 02/21/2025                | CoStar Group               | Domain group                             | D2C                                      | 1,606.5          |
| 02/20/2025                | Haier                      | 汽车之家 AUTOHOME INC.                       | Aggregators, Platforms, and Marketplaces | 1,800.0          |
| 02/19/2025                | CALERES                    | STUART WEITZMAN                          | D2C                                      | 105.0            |
| 02/13/2025                | STEVE MADDEN               | KURT GEIGER                              | D2C                                      | N/D              |
| 02/12/2025                | Casino GROUP               | Cnova                                    | Inventory-Based E-Commerce               | 0.4              |
| 02/12/2025                | DETOUR GROUP               | Hotelplan                                | D2C                                      | N/D              |
| 01/28/2025                | BLUE POOL CAPITAL          | GOLDEN GOOSE                             | Inventory-Based E-Commerce               | N/D              |
| 01/15/2025                | Fidelity INVESTMENTS       | PRIMA BOLA                               | Inventory-Based E-Commerce               | 274.5            |
| 01/13/2025                | ebay                       | caramel                                  | Aggregators, Platforms, and Marketplaces | N/D              |
| 01/07/2025 <sup>(2)</sup> | Wonder                     | GRUBHUB                                  | Aggregators, Platforms, and Marketplaces | 650.0            |

## Key Takeaways

In Q1 2025, deal activity remained resilient, driven by abundant dry powder among financial investors and sustained strategic interest, despite ongoing caution surrounding geopolitical developments, while deal values showed a significant year-on-year increase.

# Relevant KPIs That Potential Buyers Focus On...

The main buyer focus is on top-line growth, gross and EBITDA margins, and customer economics. Buyers are only interested if these KPIs look attractive.

 Importance of Criteria (Full = High; Empty = Low)

## Key Metrics for D2C/E-Commerce Companies and the Importance for Potential Buyers

| Market Trends                                                                       | Traffic                                                                             | Shop/ Front-End                                                                     | Conversion                                                                            | Customers                                                                             | After Sales                                                                           | Financials                                                                            |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|    |    |   |    |    |    |    |
| % Market Growth                                                                     | % Paid vs. Unpaid Traffic                                                           | Scalability                                                                         | % Conversion Rate                                                                     | Repurchase Rate                                                                       | Fast Delivery                                                                         | % Top-Line Growth                                                                     |
|    |    |    |    |    |    |    |
| % Online-Share Growth                                                               | CPCs for Paid Channels                                                              | # of Exclusive and Total Products                                                   | % Cancellation Rate                                                                   | New vs. Existing Customers/Orders                                                     | # of SKUs and % on Stock                                                              | % Gross Margin                                                                        |
|    |    |    |    |    |    |    |
| % Market Share                                                                      | % Direct Traffic                                                                    | Load Times                                                                          | Dropout Rate                                                                          | CLTV to CAC                                                                           | Handling Time                                                                         | % EBITDA Margin                                                                       |
|    |    |    |    |    |    |    |
| Competitive Dynamics                                                                | Net Promoter Score                                                                  | Filtering Functionality                                                             | Response Times                                                                        | Churn Rate/ Customer Cohorts                                                          | Return Rate                                                                           | % Cash Conversion                                                                     |
|  |  |  |  |  |  |  |
|                                                                                     | % Mobile Traffic Share                                                              | Mobile Friendliness                                                                 |                                                                                       | AOV                                                                                   |                                                                                       | NWC Requirement                                                                       |
|                                                                                     |  |  |                                                                                       |  |                                                                                       |  |



# And What They Question in M&A Processes

## Strategy

- What is the [internationalization strategy](#) historically/going forward, and what is the profitability of the home/core market versus international operations ([P&L by country](#))?
- Explain the [development of online/offline](#) share historically and in the future.
- Can you lay out the [key initiatives of your future growth plan](#)?
- Can you give details on the [ESG status and ESG strategy going forward](#)?
- What is the business exposure to the U.S.?

## Competition

- Will there be [KPI benchmarking](#) with peers?
- What are the [market shares](#) in respective countries?
- How do you [differentiate yourself](#) from potential competitors (e.g., Amazon and Zalando)?

## Management/ Ownership

- How [dependent](#) is the company on the management team?
- Is [management](#) willing to reinvest?
- What is your willingness for [financial/trade buyers](#)?

## Products/ Brands

- What are the [sourcing conditions](#), and what is the “secret sauce?”
- Explain relevant [competence, product strategy specializations, best brands, price points](#), etc.
- Identify [disruptions in the supply chain](#) and how you will address them.
- What is your share of your own brand (if any)?

## Technology

- What are the [capabilities of the data warehouse](#) (e.g., CRM, ERP, and marketing and purchasing tools)?
- What do [management dashboards](#) and KPI information look like on a real-time basis?
- What is your [technology stack](#): scalable, mobile-ready, proprietary, and state-of-the-art?

## Customers/ Marketing

- Identify your [source of traffic](#) (e.g., direct, search engine (organic/paid), referrals, email, mobile share, CPC, NPS).
- Do you have a profound understanding of [cohort analysis](#) (number of orders, number of customers, churn, AOV, repurchase), monthly CLTV, and CAC?
- What is the focus of your [marketing efforts](#)—online and offline—and social media engagement?
- How [strong and credible](#) is your brand?

## Sourcing/ Logistics

- What’s your [current sourcing strategy](#), i.e., how can the supply chain challenge current business models (e.g., bike, chips, and gaming console industries)? (Dependency on sourcing from the U.S.)
- How [scalable and up-to-date](#) is your logistics center?
- What are your current outbound/inbound/storage [capacity utilization levels](#) versus maximum capacity?
- What is your [strategy regarding inventory levels, SKUs, and units in stock](#), and what are the associated risks?

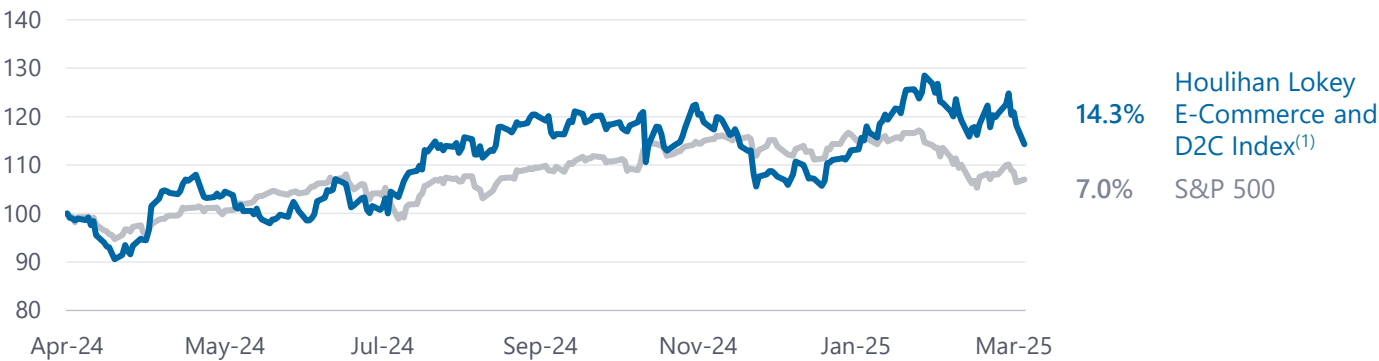
## Financials

- Elaborate on the [unit economics](#) of your detailed bottom-up growth plan.
- How do you expect to generate further [operating leverage](#)?
- In terms of [NWC development](#), show your DIO, DSO, and DPO development and explain monthly peaks.
- What is the [impact of inflation](#) on gross/EBITDA margin?

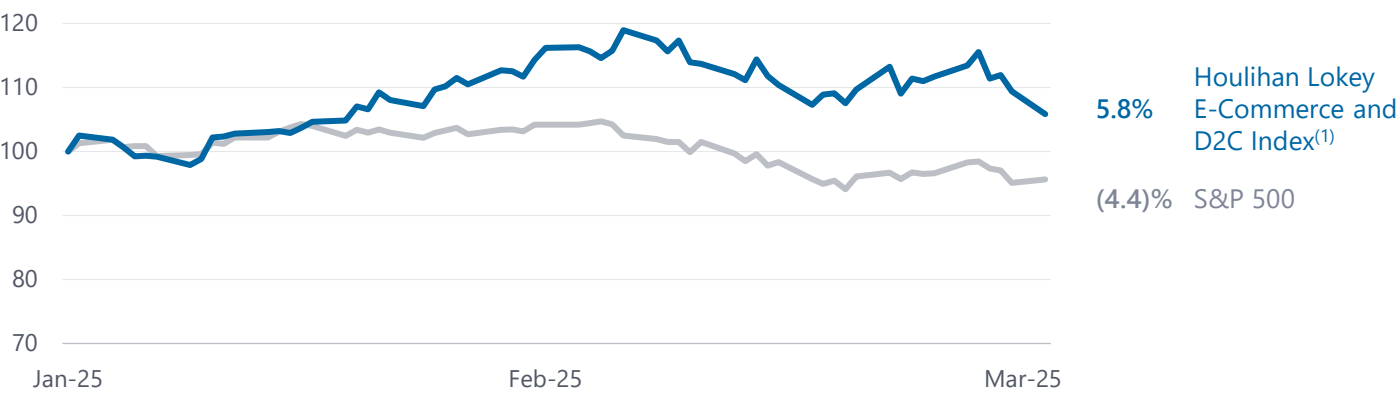


# Equity Market Index Performance

LTM March  
2025  
Performance



January–  
March 2025  
Performance



## Key Market Trends

After a period of stagnation in the first quarter of 2024 and subsequent growth rates below market levels, e-commerce and D2C assets matched the market during Q3 but ended the year significantly underperforming. During Q1 2025, e-commerce and D2C assets proved more resilient than the broader market, significantly outperforming the S&P 500.

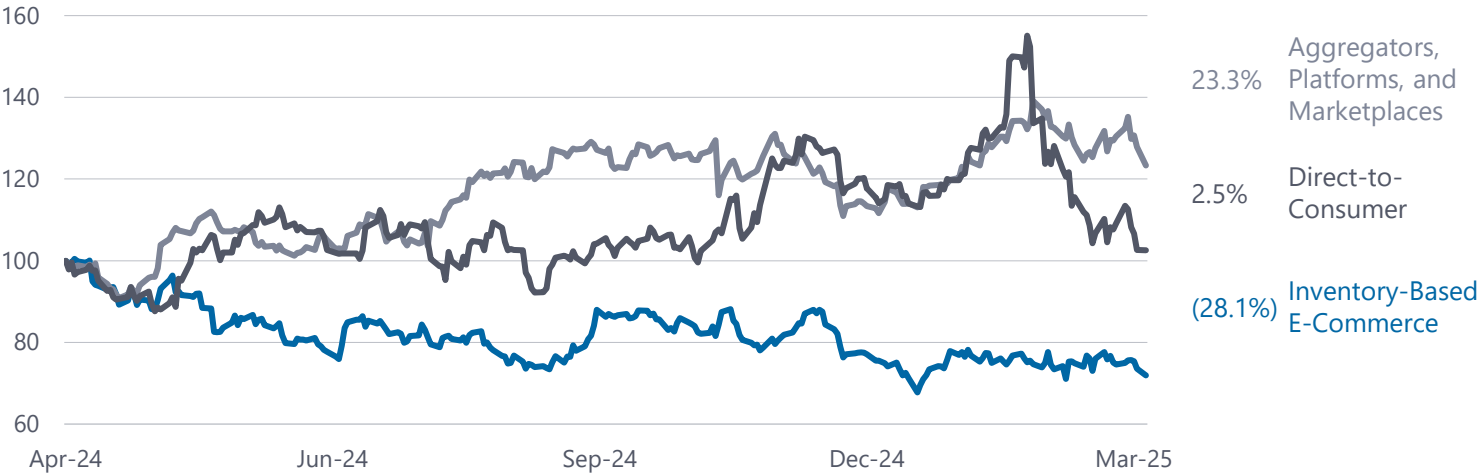
During Q1 2025, the E-Commerce and D2C Index significantly outperformed, rising by 5.8%, while the S&P 500 declined by 4.4%, highlighting a shift from previously cautious consumer behavior.

Source: S&P Capital IQ. Data as of March 31, 2025. All share prices rebased to 100.  
(1) The Houlihan Lokey E-Commerce and D2C Index consists of a diversified set of companies across the e-commerce and D2C sector. See pages 25–27 for a complete list.

# Equity Market Index Performance

## E-Commerce and D2C Subsectors

LTM March 2025  
Performance by  
Subsector

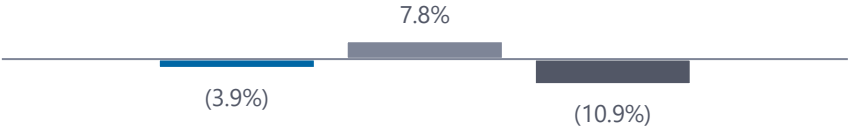


### Key Subsector Trends

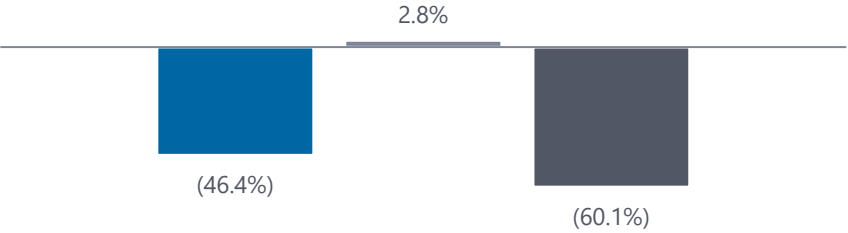
The aggregators, platforms, and marketplaces subsector experienced a notable increase of 23.3%, continuing to outperform both the D2C and inventory-based e-commerce segments, with respective growth of 2.5% and decline of 28.1%.

Upon reviewing performance over the past three years, it becomes evident that only aggregators, platforms, and marketplaces have shown comparatively positive performance, while the other subsectors remain significantly below their levels from three years ago, with D2C assets exhibiting the weakest performance.

YTD Performance



Three-Year Performance



Source: S&P Capital IQ. Data as of March 31, 2025. All share prices rebased to 100.

# E-Commerce and D2C Sector Definition

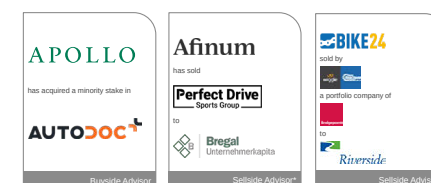
Companies that manufacture or distribute physical products can be systematically segmented into various subgroups, although certain companies could be categorized into two groups.



## 01 Inventory-Based E-Commerce

Inventory-based e-commerce players are online distributors of third-party goods.

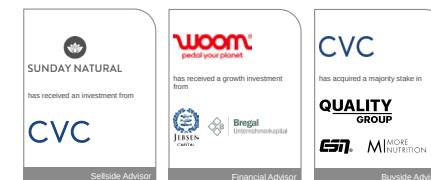
- Distributors sell goods predominantly online through their own platform.
- Physical goods are bought from third parties and stored and handled through their own logistics.
- Their own brands account for less than 50% of total sales.



## 02 D2C

Manufacturers and consumer-packaged-goods firms sell directly to the consumer through their own online and offline stores.

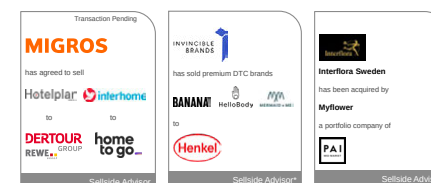
- They are selling their own products and branded products (excluding services).
- They possess a dominant online share of more than 50% of total sales, together with a tech-focused marketing approach.
- The consumer acts as the purchaser, not businesses.



## 03 Aggregators, Platforms, and Marketplaces

Aggregators, platforms, and marketplaces connect the seller and potential buyers, whereby the seller can either be a company or a private person.

- Buyers are able to purchase products without leaving the site (or app).
- The buyers are mainly consumers, not businesses.
- Physical products are sold, not digital downloads or services.



Tombstones included herein represent transactions closed from 2019 forward.

\*Selected transactions were executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.



# How the Landscape Has Evolved Over the Past Five Years

Following a period of subdued activity from 2022 to 2024, M&A activity demonstrated resilience in Q1 2025, despite being influenced by ongoing geopolitical uncertainties.

## 2020/2021 (COVID-19)



## Impact on Three Levels



### Revenues/ KPIs

- COVID-19-driven surge in 2020–2021 led to robust growth.
- 2022: Transition marked by supply chain issues, high CAC, and declining growth.
- 2023: Oversupply and reduced consumer spending impacted revenue and profitability.
- Online firms are enhancing profitability by improving processes, getting more efficient, and trimming inventory levels.
- During 2024, companies did their homework and became more efficient and profitable, which should lead to positive financials/KPIs during 2025.



### Market Perception

- Investors remain cautious about D2C/e-commerce amid improving consumer sentiment during the first months of 2025.
- Offline firms prioritize liquidity, addressing oversupply.
- PE investors seek market-leading, growing, profitable assets within subsectors.
- Increased focus on EBITDA, inventory light models, and current trading by PE investors.



### M&A

- Despite lower M&A volume in 2023 and 2024, strategic and financial buyers saw value in high-quality e-commerce players and continue to show interest in attractive assets in the space.
- Financial buyers showed increased traction in activity during Q1 2025.
- Aggregators struggle in a challenging environment.
- Well-capitalized aggregators find attractive asset acquisition opportunities.



## Overview of Key Trends...



### Innovative Pricing

Sales incentives like subscriptions, loyalty programs, discounts, free shipping, and buy-now-pay-later schemes boost customer loyalty and drive revenue. Focus on personalized pricing models and increased use of AI to provide targeted discounts based on user profiles and shopping behaviors.



### D2C

D2C growth continues as customers trust innovative brands and platforms endorsed by creators and influencers, enhancing customer centricity. Growing importance of micro-influencers for authentic brand advocacy.



### Tech-Driven Shopping

Focus on leveraging AI and machine learning for hyper-personalized product recommendations and combining them with simplified and tailored user experiences.



### Social Commerce

Social media's preference over search engines for brand research emphasizes the importance of marketing and user-generated content in fostering consumer loyalty. Use of AI-driven content creation for faster production of social media posts.



### Consumer Behavior

Rise in mobile shopping expands touchpoints, driven by visually engaging content like short videos, which is shaping an interactive e-commerce landscape to match consumer preferences.



### Innovative Customer Experience

Personalization, AI customer support, search innovations, and faster delivery are essential for modern customer satisfaction and experience.



### Asian Players

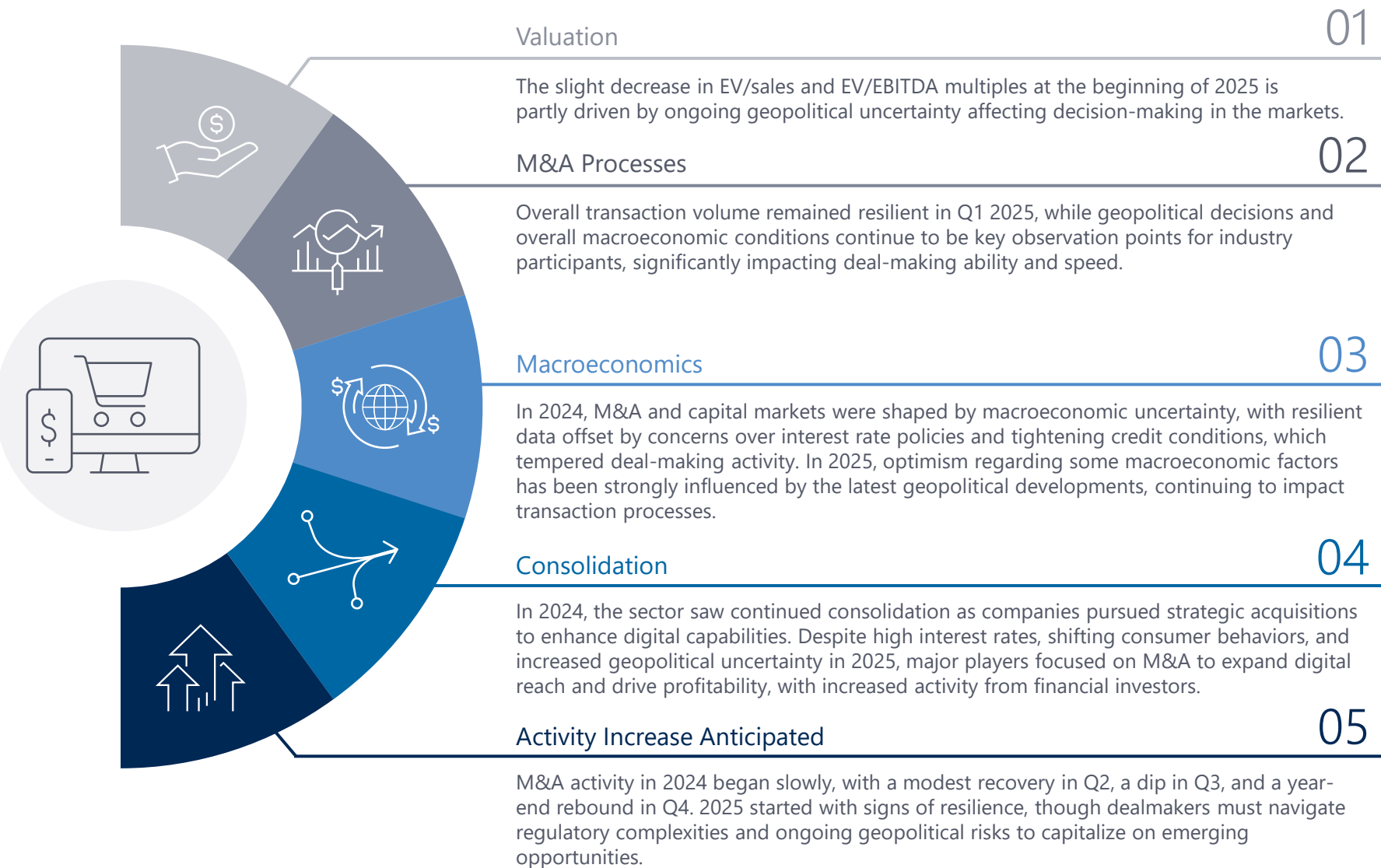
Shein and Temu are expected to pressure various verticals. European brands must lean harder into regional identity and sustainability credentials to compete. Expand nearshoring, improve delivery speed, and partner with local creators and influencers for differentiation.



### Sustainability

Circular economy, ethical shopping, sustainability, and eco-friendly packaging gain relevance as environmental awareness rises and becomes essential for product and service providers.

# And How This Impacts the M&A Environment



# Key Trends E-Commerce and D2C

Key trends highlight a dynamic market environment, prioritizing efficiency/cost-cutting and data-centric approaches while also refocusing on the consumer to enhance profitability.

## Inventory-Based E-Commerce

Inventory-based e-commerce players are online distributors of third-party goods.



Micro Fulfillment



Inventory Management



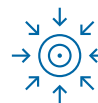
AI Order Picking



Supply Chain Automation

## Direct-to-Consumer

Manufacturers and consumer-packaged-goods firms sell directly to the consumer through their own online and offline stores.



Niche Orientation



Data-Based Relationship



User-Generated Content



D2C Subscription Service

## Aggregators, Platforms, and Marketplaces

Aggregators, platforms, and marketplaces connect sellers and potential buyers, whereby the seller can either be a company or a private person.



Audience Orientation



Opportunistic Environment



Supplier Overstock

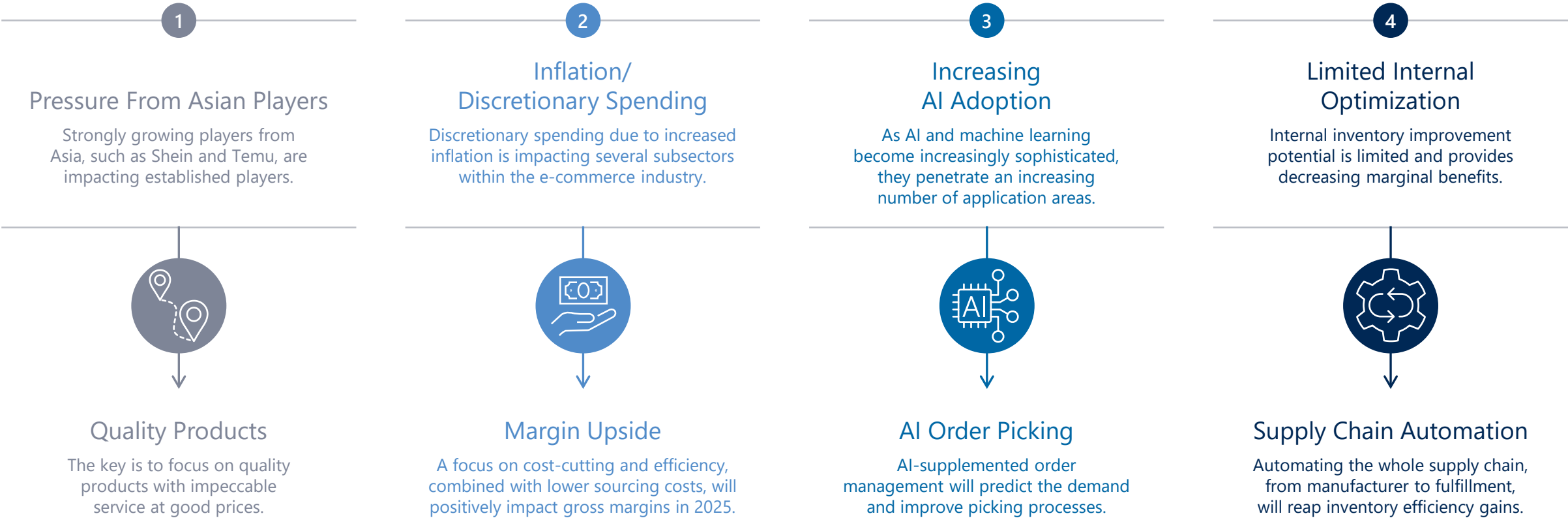


Aggregator Valuations



# Key Trends **Inventory-Based E-Commerce**

An orientation toward data-driven supply chain management and AI integration will foster financial performance in times of increasing volatility.



# Key Trends **Aggregators, Platforms, and Marketplaces**

In this highly opportunistic environment, smaller players can build momentum and look toward increasing valuations.

1

## End of Targeted Advertising

Following Apple, Google will discontinue user tracking and personally targeted advertising.



## Audience Orientation

There is an increasing focus on an engaged relationship with the audience through shared values and authenticity.

2

## Economic Downturn

Weakening economic conditions push competitors into insolvency, and the end of targeted advertising hampers D2C sales.



## Opportunistic Environment

Decreased competition leads to easier and cheaper supplier collaboration, network effects, and new business models.

3

## Uncertain Retail Demand

Traditional retailers are struggling with inventory levels as consumer preferences switch with the ending pandemic and surging inflation.



## Supplier Overstock

Suppliers, such as traditional retailers, are looking for ways to increase their consumer base and to sell their inventory, e.g., through D2C partnerships.

4

## Aggregator Competition

The competition in the aggregator business is increasing as more players rush into the space.



## Aggregator Valuations

Rising valuation targets due to buyer competition makes the aggregator business model increasingly difficult.



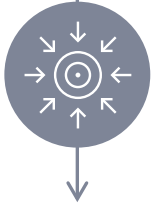
## Key Trends **D2C**

There is an increasing focus on customer values and relationships as demand for personalization rises in line with data security concerns.

1

### End of Targeted Advertising

Similar to aggregators, platforms, and marketplaces, Google will discontinue user tracking and personally targeted advertising.



### Niche Orientation

The focus is on directly addressing selected consumer groups instead of the broad market environment.

2

### Consumer Data

Newly developed digital capabilities enable data collection, integration, and synchronization on multiple channels that are used by customers.



### Data-Based Relationship

Open data collection and sharing lead to increased consumer/brand collaboration and relationship building.

3

### Social Commerce

Consumers increasingly prefer social media over search engines for brand research, driven by the need for more personal relationships with brands.



### User-Generated Content

Focusing on selling goods directly within social media platforms will result in a quicker path to purchase, less friction, and a deeper brand connection.

4

### Subscription/Club Models

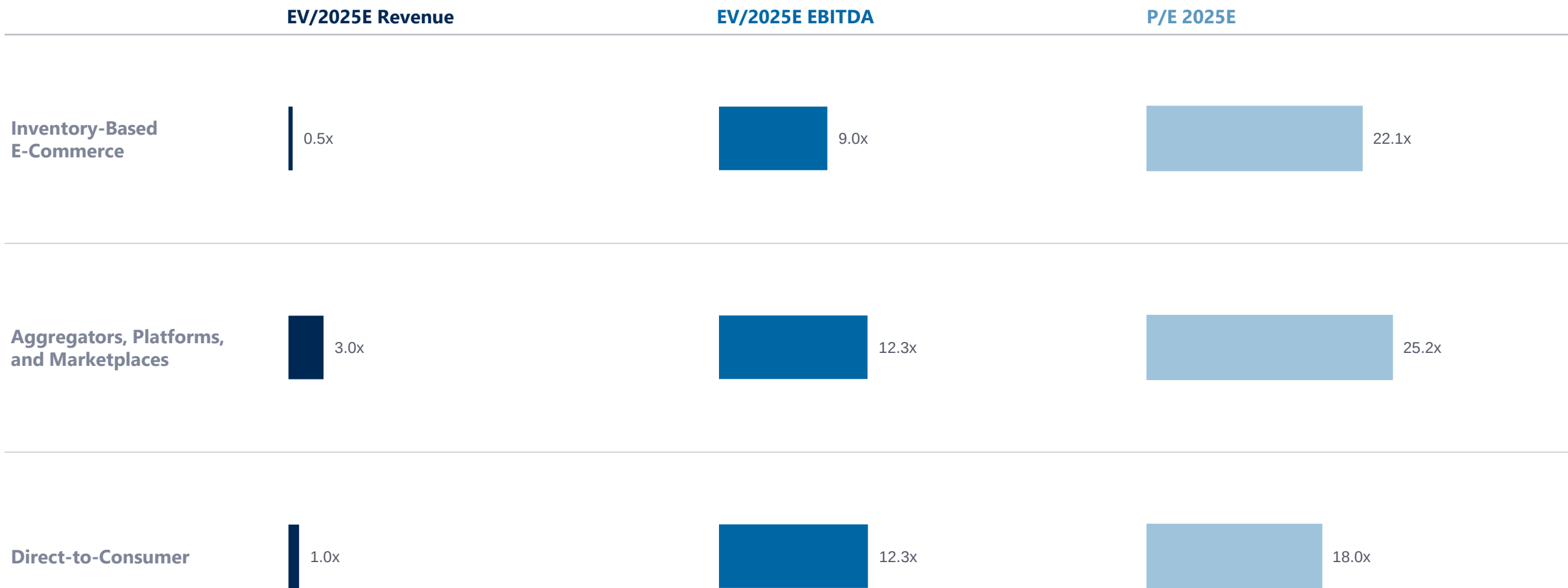
Subscription-based business models are on the rise, featuring new product groups such as clothes or food.



### D2C Subscription Service

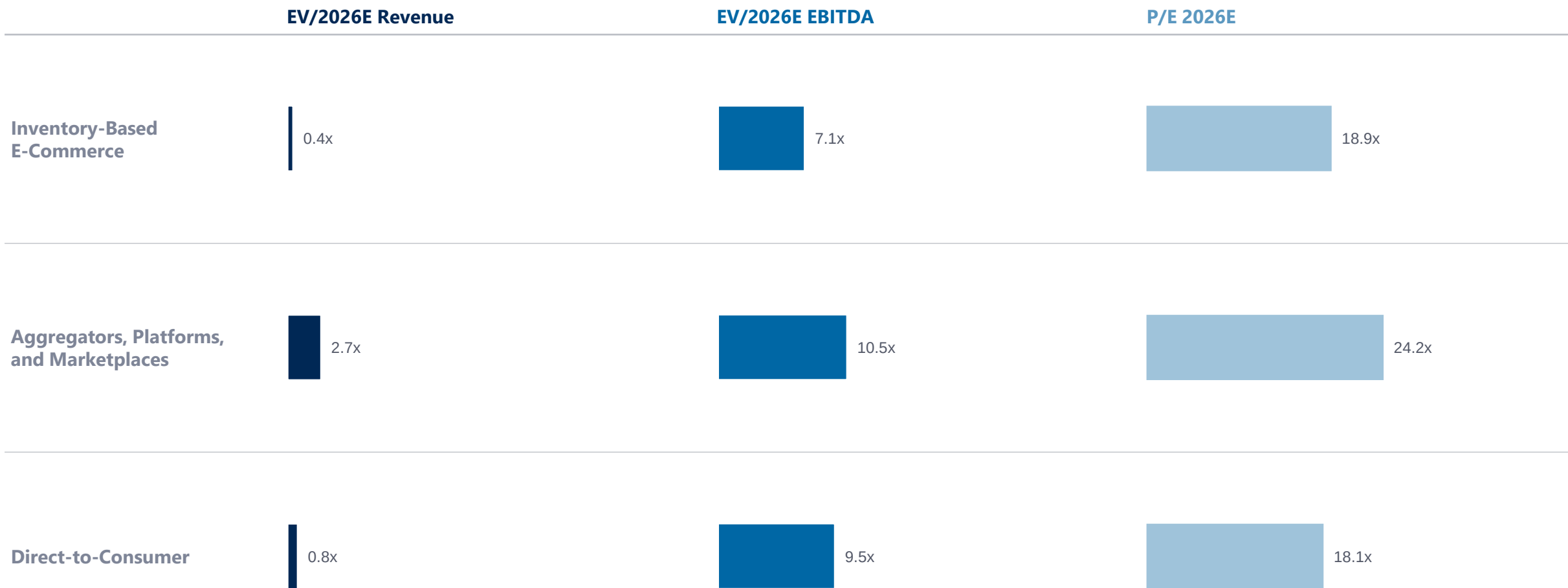
Establishing subscription models leads to a closer customer relationship and identification with the brand.

# Public Company Valuations 2025E



Source: S&P Capital IQ. Data as of March 31, 2025.

# Public Company Valuations 2026E



Source: Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of March 31, 2025.

# Public Comparables (2025E)

## E-Commerce and D2C

(\$ in Millions, Except per-Share Prices)  
As of 3/31/25

|                              | Net Debt/<br>2025E EBITDA | EV/Revenue |       | EV/EBITDA |       | P/E   |       | 2024–2026E CAGR |          | EBITDA Margin |       | Forward P/E |       |
|------------------------------|---------------------------|------------|-------|-----------|-------|-------|-------|-----------------|----------|---------------|-------|-------------|-------|
|                              |                           | 2025E      | 2026E | 2025E     | 2026E | 2025E | 2026E | Revenue         | EBITDA   | 2025E         | 2026E | 2025E       | 2026E |
| JD.com, Inc.                 | N/M                       | 0.3x       | 0.3x  | 6.2x      | 5.6x  | 10.1x | 8.6x  | 7.0%            | 3.6%     | 4.7%          | 4.9%  | 8.7x        | 8.7x  |
| Zalando SE                   | N/M                       | 0.7x       | 0.6x  | 8.0x      | 7.1x  | 32.4x | 26.8x | 8.2%            | 26.4%    | 8.1%          | 8.7%  | 26.3x       | 26.3x |
| ZOZO, Inc.                   | N/M                       | 5.4x       | 5.1x  | 16.0x     | 14.7x | N/A   | N/A   | 9.6%            | 11.0%    | 34.1%         | 34.6% | 24.5x       | 24.5x |
| Vipshop Holdings Ltd.        | N/M                       | 0.3x       | 0.3x  | 3.4x      | 3.3x  | 7.0x  | 6.6x  | 1.5%            | (0.4%)   | 9.7%          | 9.7%  | 6.6x        | 6.6x  |
| Wayfair Inc.                 | 5.8x                      | 0.6x       | 0.5x  | 14.0x     | 11.0x | N/M   | N/M   | 3.0%            | N/A      | 4.1%          | 5.0%  | N/M         | N/M   |
| Ocado Group PLC              | 4.2x                      | 0.9x       | 0.9x  | 14.4x     | 10.1x | N/M   | N/M   | 77.2%           | 62.0%    | 6.6%          | 8.7%  | N/M         | N/M   |
| Redcare Pharmacy NV          | 1.0x                      | 0.9x       | 0.7x  | 39.4x     | 20.1x | N/M   | N/M   | 25.9%           | N/A      | 2.2%          | 3.5%  | N/M         | N/M   |
| About You Holding SE         | N/M                       | 0.5x       | 0.5x  | 19.7x     | 11.8x | N/M   | N/M   | 9.6%            | N/A      | 2.5%          | 3.9%  | N/M         | N/M   |
| AO World PLC                 | 0.2x                      | 0.5x       | 0.4x  | 7.7x      | 6.9x  | 29.4x | 19.5x | N/A             | 12.9%    | 6.2%          | 6.4%  | 17.0x       | 17.0x |
| Boozt AB                     | N/M                       | 0.7x       | 0.6x  | 8.0x      | 7.3x  | 23.1x | 17.1x | 14.6%           | 20.0%    | 8.7%          | 8.7%  | 17.0x       | 17.1x |
| THG PLC                      | 6.9x                      | 0.7x       | 0.6x  | 11.2x     | 9.7x  | N/M   | N/M   | N/A             | 2.3%     | 5.8%          | 6.4%  | N/M         | N/M   |
| ASOS PLC                     | 4.0x                      | 0.3x       | 0.3x  | 6.3x      | 5.1x  | N/M   | N/M   | N/A             | 40.9%    | 5.5%          | 6.4%  | N/M         | N/M   |
| Victorian Plumbing Group PLC | 1.1x                      | 1.1x       | 1.0x  | 10.4x     | 9.1x  | 21.0x | 18.8x | N/A             | 18.7%    | 10.6%         | 11.2% | 17.0x       | 17.0x |
| BHG Group AB                 | 3.0x                      | 0.7x       | 0.6x  | 9.4x      | 7.8x  | N/M   | 19.5x | 10.7%           | 29.1%    | 7.0%          | 7.8%  | 19.4x       | 20.1x |
| 1-800-FLOWERS.COM, Inc.      | 0.4x                      | 0.2x       | 0.2x  | 5.5x      | 4.3x  | N/M   | N/M   | 1.2%            | 3.7%     | 4.1%          | 5.3%  | N/M         | N/M   |
| Kogan.com Ltd.               | N/M                       | 0.7x       | 0.7x  | 8.6x      | 7.1x  | 23.5x | 19.0x | 12.0%           | 26.0%    | 8.7%          | 9.6%  | 19.6x       | 19.6x |
| DocMorris AG                 | N/M                       | 0.3x       | 0.3x  | N/M       | 32.8x | N/M   | N/M   | 19.5%           | N/A      | N/M           | 0.9%  | N/M         | N/M   |
| Westwing Group SE            | N/M                       | 0.3x       | 0.3x  | 4.7x      | 3.7x  | N/M   | N/M   | 7.1%            | 62.6%    | 6.0%          | 7.2%  | N/M         | N/M   |
| Verkkokauppa.com Oyj         | 0.7x                      | 0.2x       | 0.2x  | 7.6x      | 6.0x  | N/M   | 26.1x | 5.9%            | 55.4%    | 2.7%          | 3.3%  | 25.7x       | 25.7x |
| PetMed Express, Inc.         | N/M                       | 0.2x       | 0.2x  | 9.8x      | N/A   | N/A   | N/A   | (5.4%)          | (100.0%) | 1.6%          | 0.0%  | N/M         | N/M   |
| Bike24 Holding AG            | 3.4x                      | 0.5x       | 0.4x  | 11.8x     | 6.8x  | N/M   | N/M   | 8.6%            | 308.5%   | 3.9%          | 6.4%  | N/M         | N/M   |
| Mister Spex SE               | N/M                       | 0.2x       | 0.2x  | 18.5x     | 3.4x  | N/M   | N/M   | (0.6%)          | N/A      | 1.2%          | 6.4%  | N/M         | N/M   |
| Delticom AG                  | 3.3x                      | 0.2x       | 0.2x  | 5.0x      | 4.4x  | 9.9x  | 5.1x  | 3.2%            | 14.2%    | 4.5%          | 4.9%  | 7.3x        | 7.3x  |
| <b>Median</b>                | 3.2x                      | 0.5x       | 0.4x  | 9.0x      | 7.1x  | 22.1x | 18.9x | 8.2%            | 19.3%    | 5.7%          | 6.4%  | 17.0x       | 17.1x |
| <b>Mean</b>                  | 2.8x                      | 0.7x       | 0.7x  | 11.2x     | 9.0x  | 19.6x | 16.7x | 11.5%           | 33.2%    | 6.7%          | 7.4%  | 17.2x       | 17.3x |

Source: Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of March 31, 2025.

# Public Comparables (2025E) (cont.)

## E-Commerce and D2C

(\$ in Millions, Except per-Share Prices)  
As of 3/31/25

|                                                |                            | Net Debt/<br>2025E EBITDA | EV/Revenue |       | EV/EBITDA |       | P/E   |       | 2024–2026E CAGR |          | EBITDA Margin |       | Forward P/E |       |
|------------------------------------------------|----------------------------|---------------------------|------------|-------|-----------|-------|-------|-------|-----------------|----------|---------------|-------|-------------|-------|
|                                                |                            |                           | 2025E      | 2026E | 2025E     | 2026E | 2025E | 2026E | Revenue         | EBITDA   | 2025E         | 2026E | 2025E       | 2026E |
| Aggregators,<br>Platforms, and<br>Marketplaces | Amazon.com, Inc.           | 0.3x                      | 3.0x       | 2.7x  | 12.3x     | 10.5x | 37.0x | 30.0x | 10.0%           | 20.6%    | 24.1%         | 25.4% | 30.0x       | 30.0x |
|                                                | Alibaba Group Holding Ltd. | N/M                       | 2.0x       | 1.7x  | 9.0x      | 6.8x  | 15.8x | 13.4x | 10.2%           | 23.5%    | 21.7%         | 25.8% | 13.5x       | 13.5x |
|                                                | MercadoLibre, Inc.         | 0.8x                      | 3.9x       | 3.2x  | 24.6x     | 18.4x | N/M   | 41.6x | 23.7%           | 25.8%    | 16.0%         | 17.4% | 41.5x       | 41.5x |
|                                                | Copart, Inc.               | N/M                       | 10.4x      | 9.3x  | 24.3x     | 21.2x | 38.7x | 34.0x | 10.3%           | 13.5%    | 42.7%         | 43.9% | 34.0x       | 34.0x |
|                                                | eBay Inc.                  | 0.6x                      | 3.2x       | 3.1x  | 10.2x     | 9.8x  | 14.0x | 12.8x | 2.9%            | 12.3%    | 31.2%         | 31.5% | 12.8x       | 12.8x |
|                                                | REA Group Ltd.             | N/M                       | 16.1x      | 14.3x | 27.2x     | 24.2x | N/M   | 46.5x | 5.4%            | 21.8%    | 59.2%         | 59.2% | 48.2x       | 48.2x |
|                                                | Zillow Group, Inc.         | N/M                       | 6.0x       | 5.2x  | 24.3x     | 18.6x | 48.0x | 38.3x | 14.5%           | N/A      | 24.7%         | 28.1% | 38.3x       | 38.3x |
|                                                | Rakuten Group, Inc.        | N/M                       | 0.5x       | 0.4x  | 3.2x      | 2.7x  | N/A   | N/A   | 11.0%           | 24.7%    | 14.3%         | 16.0% | N/M         | N/M   |
|                                                | Allegro.eu S.A.            | 0.6x                      | 2.9x       | 2.6x  | 10.6x     | 9.3x  | 24.3x | 18.2x | 15.7%           | 30.6%    | 27.0%         | 27.9% | 18.3x       | 18.3x |
|                                                | Auto Trader Group PLC      | N/M                       | 10.2x      | 9.5x  | 15.3x     | 14.1x | 26.0x | 24.2x | N/A             | 10.4%    | 66.6%         | 67.2% | 21.7x       | 21.7x |
|                                                | Scout24 SE                 | 0.5x                      | 11.3x      | 10.3x | 18.4x     | 16.5x | 36.0x | 29.0x | 10.9%           | 28.2%    | 61.3%         | 62.6% | 28.6x       | 28.6x |
|                                                | CAR Group Ltd.             | 1.6x                      | 10.7x      | 9.5x  | 19.0x     | 16.9x | 33.0x | 30.5x | 9.9%            | 20.7%    | 56.4%         | 56.2% | 31.5x       | 31.5x |
|                                                | Delivery Hero SE           | 3.8x                      | 0.7x       | 0.7x  | 10.1x     | 7.2x  | N/M   | N/M   | N/A             | 41.9%    | 7.3%          | 9.2%  | N/M         | N/M   |
|                                                | Rightmove PLC              | N/M                       | 12.6x      | 11.5x | 17.7x     | 16.2x | 27.7x | 23.7x | 11.0%           | 14.4%    | 71.0%         | 70.9% | 23.7x       | 23.7x |
|                                                | Etsy, Inc.                 | 1.8x                      | 2.3x       | 2.2x  | 8.4x      | 8.1x  | 10.5x | 9.5x  | 1.9%            | 33.5%    | 27.2%         | 27.2% | 9.5x        | 9.5x  |
|                                                | AUTO1 Group SE             | 3.2x                      | 0.7x       | 0.6x  | 28.4x     | 21.4x | N/M   | N/M   | N/A             | 64.9%    | 2.4%          | 2.8%  | N/M         | N/M   |
|                                                | Just Eat Takeaway.com NV   | 0.9x                      | 1.1x       | 1.1x  | 10.9x     | 9.0x  | N/M   | N/M   | 8.1%            | 48.0%    | 10.4%         | 11.7% | N/M         | N/M   |
|                                                | Autohome Inc.              | N/M                       | 0.3x       | 0.3x  | 1.8x      | 1.7x  | 12.2x | 12.5x | 3.1%            | (0.8%)   | 18.5%         | 19.2% | 12.5x       | 12.5x |
|                                                | Cars.com Inc.              | 2.0x                      | 1.5x       | 1.5x  | 5.3x      | 4.9x  | 6.3x  | 5.0x  | 3.9%            | 17.5%    | 29.1%         | 29.9% | 5.0x        | 5.0x  |
|                                                | Americanas S.A.            | N/A                       | N/A        | N/A   | N/A       | N/A   | 0.3x  | N/A   | (100.0%)        | (100.0%) | N/A           | N/A   | N/A         | N/A   |
| Median                                         |                            | 0.9x                      | 3.0x       | 2.7x  | 12.3x     | 10.5x | 25.2x | 24.2x | 10.0%           | 21.8%    | 27.0%         | 27.9% | 23.7x       | 23.7x |
| Mean                                           |                            | 1.5x                      | 5.2x       | 4.7x  | 14.8x     | 12.5x | 23.6x | 24.6x | 3.1%            | 18.5%    | 32.2%         | 33.3% | 24.6x       | 24.6x |

Source: Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of March 31, 2025.

# Public Comparables (2025E) (cont.)

## E-Commerce and D2C

(\$ in Millions, Except per-Share Prices)  
As of 3/31/25

|                    |                             | Net Debt/<br>2025E EBITDA | EV/Revenue |       | EV/EBITDA |       | P/E   |       | 2024–2026E CAGR |         | EBITDA Margin |       | Forward P/E |       |       |
|--------------------|-----------------------------|---------------------------|------------|-------|-----------|-------|-------|-------|-----------------|---------|---------------|-------|-------------|-------|-------|
|                    |                             |                           | 2025E      | 2026E | 2025E     | 2026E | 2025E | 2026E | Revenue         | EBITDA  | 2025E         | 2026E | 2025E       | 2026E |       |
| Direct-to-Consumer | Hims & Hers Health, Inc.    | N/M                       | 2.7x       | 2.3x  | 21.3x     | 16.5x | 34.9x | 27.7x | 35.8%           | 110.1%  | 12.6%         | 14.0% | 46.3x       | 46.3x |       |
|                    | YETI Holdings, Inc.         | N/M                       | 1.3x       | 1.2x  | 6.8x      | 6.4x  | 12.4x | 11.4x | 6.3%            | 12.4%   | 19.2%         | 19.4% | 11.4x       | 11.4x |       |
|                    | Warby Parker Inc.           | N/M                       | 2.4x       | 2.1x  | 22.2x     | 16.9x | N/M   | N/M   | 14.6%           | 55.8%   | 11.0%         | 12.7% | N/M         | N/M   |       |
|                    | tonies SE                   | N/M                       | 1.0x       | 0.8x  | 10.4x     | 7.2x  | N/M   | N/M   | N/A             | 59.4%   | 9.5%          | 11.2% | 27.3x       | 27.3x |       |
|                    | The Honest Company, Inc.    | N/M                       | 1.2x       | 1.1x  | 16.0x     | 14.1x | N/M   | 18.1x | 5.0%            | 341.1%  | 7.2%          | 7.8%  | N/M         | N/M   |       |
|                    | RVRC Holding AB (publ)      | N/M                       | 2.0x       | 1.7x  | 9.7x      | 8.2x  | 18.0x | 13.4x | 21.5%           | 23.4%   | 20.8%         | 21.2% | 13.3x       | 13.3x |       |
|                    | boohoo group PLC            | 6.0x                      | 0.5x       | 0.5x  | 14.3x     | 13.3x | N/M   | N/M   | N/A             | 1.9%    | 3.5%          | 3.7%  | N/M         | N/M   |       |
|                    | BARK, Inc.                  | N/M                       | 0.4x       | 0.4x  | 27.2x     | 10.9x | N/M   | N/M   | 8.4%            | N/A     | 1.5%          | 3.4%  | N/M         | N/M   |       |
|                    | Allbirds, Inc.              | 0.2x                      | 0.2x       | 0.2x  | N/M       | N/M   | N/M   | N/M   | (1.0%)          | (10.5%) | N/M           | N/M   | N/M         | N/M   |       |
|                    | Brilliant Earth Group, Inc. | N/M                       | 0.1x       | 0.1x  | 3.5x      | 2.5x  | 22.5x | 30.2x | 3.3%            | 5.6%    | 3.5%          | 4.6%  | 30.2x       | 30.2x |       |
|                    | Solo Brands, Inc.           | 6.9x                      | 0.5x       | 0.5x  | 9.7x      | 7.6x  | 0.7x  | N/M   | 0.7%            | 22.1%   | 5.7%          | 6.9%  | N/M         | N/M   |       |
| Median             |                             | 6.0x                      | 1.0x       | 0.8x  | 12.3x     | 9.5x  | 18.0x | 18.1x | 6.3%            | 22.8%   | 8.4%          | 9.5%  | 27.3x       | 27.3x |       |
| Mean               |                             | 4.4x                      | 1.1x       | 1.0x  | 14.1x     | 10.4x | 17.7x | 20.2x | 10.5%           | 62.1%   | 9.4%          | 10.5% | 25.7x       | 25.7x |       |
| Overall Median     |                             |                           | 1.7x       | 0.7x  | 0.7x      | 10.4x | 9.0x  | 22.5x | 19.2x           | 8.4%    | 21.8%         | 8.7%  | 9.4%        | 19.6x | 20.1x |
| Overall Mean       |                             |                           | 2.4x       | 2.4x  | 2.2x      | 13.1x | 10.6x | 21.3x | 21.2x           | 8.1%    | 33.4%         | 16.7% | 17.4%       | 22.1x | 22.2x |

Source: Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of March 31, 2025.

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