

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549**

**Form 10-Q**

(Mark one)

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended **March 31, 2011**

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from \_\_\_\_\_ to \_\_\_\_\_.

Commission File Number: **333-144396**

**GNC Holdings, Inc.**

(Exact name of registrant as specified in its charter)

**Delaware**

(State or other jurisdiction of  
Incorporation or organization)

**20-8536244**

(I.R.S. Employer  
Identification No.)

**300 Sixth Avenue**

**Pittsburgh, Pennsylvania**

(Address of principal executive offices)

**15222**

(Zip Code)

Registrant's telephone number, including area code: **(412) 288-4600**

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.  Yes  No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files).  Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer or a smaller reporting company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act:

Large accelerated filer

Accelerated filer

Non-accelerated filer

Smaller reporting company

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).  Yes  No

As of May 4, 2011, the number of outstanding shares of Class A common stock, par value \$0.001 per share (the "Class A common stock"), and the number of outstanding shares of Class B common stock, par value \$0.001 per share (the "Class B common stock"), of GNC Holdings, Inc. were 90,063,598 shares and 13,782,311 shares, respectively.

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### PART I - FINANCIAL INFORMATION

#### Item 1. Financial Statements

**GNC HOLDINGS, INC. AND SUBSIDIARIES**  
**Consolidated Balance Sheets**  
(in thousands, including share data)

|  | <b>March 31,<br/>2011</b> | <b>December 31,<br/>2010</b> |
|--|---------------------------|------------------------------|
|  | <b>(unaudited)</b>        |                              |
| Current assets:  |                           |                              |
| Cash and cash equivalents  | \$ 373,857                | \$ 193,902                   |
| Receivables, net   | 104,270                   | 102,874                      |
| Inventories (Note 3)   | 419,512                   | 381,949                      |
| Prepays and other current assets   | 40,445                    | 40,569                       |
| Total current assets   | <u>938,084</u>            | <u>719,294</u>               |
| Long-term assets:  |                           |                              |
| Goodwill (Note 4)  | 625,672                   | 625,241                      |
| Brands (Note 4)  | 720,000                   | 720,000                      |
| Other intangible assets, net (Note 4)  | 145,542                   | 147,224                      |
| Property, plant and equipment, net   | 192,056                   | 193,428                      |
| Deferred financing fees, net   | 17,177                    | 14,129                       |
| Other long-term assets   | 5,375                     | 5,767                        |
| Total long-term assets   | <u>1,705,822</u>          | <u>1,705,789</u>             |
| Total assets   | <u>\$ 2,643,906</u>       | <u>\$ 2,425,083</u>          |
| Current liabilities:   |                           |                              |
| Accounts payable   | \$ 156,203                | \$ 98,662                    |
| Accrued payroll and related liabilities  | 25,568                    | 25,656                       |
| Accrued interest (Note 5)  | 2,983                     | 13,372                       |
| Current portion, long-term debt (Note 5)   | 13,592                    | 28,070                       |
| Deferred revenue and other current liabilities   | 82,555                    | 69,065                       |
| Total current liabilities  | <u>280,901</u>            | <u>234,825</u>               |
| Long-term liabilities:   |                           |                              |
| Long-term debt (Note 5)  | 1,188,001                 | 1,030,429                    |
| Deferred tax liabilities, net  | 289,134                   | 288,015                      |
| Other long-term liabilities  | 31,704                    | 33,950                       |
| Total long-term liabilities  | <u>1,508,839</u>          | <u>1,352,394</u>             |
| Total liabilities  | <u>1,789,740</u>          | <u>1,587,219</u>             |
| Preferred stock, \$0.001 par value, 60,000 shares authorized:<br>Series A, 30,500 shares designated, 30,134 shares issued, 29,867 shares outstanding and 267 shares held in treasury<br>at March 31, 2011, and December 31, 2010 | 222,613                   | 218,381                      |
| Stockholders' equity:  |                           |                              |
| Common stock, \$0.001 par value, 150,000 shares authorized:<br>Class A, 59,968 shares issued and 59,199 shares outstanding and 769 shares held in treasury at March 31, 2011 and<br>December 31, 2010                            | 60                        | 60                           |
| Class B, 28,169 shares issued and outstanding at March 31, 2011 and December 31, 2010  | 28                        | 28                           |
| Paid-in-capital  | 452,526                   | 451,728                      |
| Retained earnings  | 176,915                   | 171,224                      |
| Treasury stock, at cost  | (2,277)                   | (2,277)                      |
| Accumulated other comprehensive income (loss)  | 4,301                     | (1,280)                      |
| Total stockholders' equity   | <u>631,553</u>            | <u>619,483</u>               |
| Total liabilities and stockholders' equity   | <u>\$ 2,643,906</u>       | <u>\$ 2,425,083</u>          |

The accompanying notes are an integral part of the consolidated financial statements.

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**GNC HOLDINGS, INC. AND SUBSIDIARIES**  
**Consolidated Statements of Operations**  
**(unaudited)**  
**(in thousands, except per share data)**

|   | Three months ended March 31, |            |
|---|------------------------------|------------|
|   | 2011                         | 2010       |
| Revenue   | \$ 506,008                   | \$ 465,019 |
| Cost of sales, including costs of warehousing, distribution and occupancy | 322,161                      | 299,120    |
| Gross profit  | 183,847                      | 165,899    |
| Compensation and related benefits   | 71,273                       | 67,833     |
| Advertising and promotion   | 14,207                       | 15,454     |
| Other selling, general and administrative                                 | 28,483                       | 25,505     |
| Foreign currency gain   | (167)                        | (76)       |
| Transaction related costs   | 12,362                       | -          |
| Operating income  | 57,689                       | 57,183     |
| Interest expense, net (Note 5)  | 38,376                       | 16,612     |
| Income before income taxes  | 19,313                       | 40,571     |
| Income tax expense  | 9,390                        | 14,910     |
| Net income  | \$ 9,923                     | \$ 25,661  |
| <b>Income per share - Basic and Diluted:</b>                              |                              |            |
| Net income  | \$ 9,923                     | \$ 25,661  |
| Preferred stock dividends   | (4,232)                      | (4,962)    |
| Net income available to common shareholders                               | \$ 5,691                     | \$ 20,699  |
| Earnings per share:   |                              |            |
| Basic   | \$ 0.07                      | \$ 0.24    |
| Diluted   | \$ 0.06                      | \$ 0.24    |
| Weighted average common shares outstanding:                               |                              |            |
| Basic   | 87,367                       | 87,339     |
| Diluted   | 90,088                       | 87,574     |

The accompanying notes are an integral part of the consolidated financial statements.

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**GNC HOLDINGS, INC. AND SUBSIDIARIES**  
**Consolidated Statement of Stockholders' Equity and Comprehensive Income (Loss)**  
**(unaudited)**  
**(in thousands, including share data)**

|  | Class A<br>Common Stock |         | Class B<br>Common Stock |         | Treasury<br>Stock | Paid-in-<br>Capital | Retained<br>Earnings | Accumulated<br>Other<br>Comprehensive<br>Income/(Loss) | Total<br>Stockholders'<br>Equity |
|--|-------------------------|---------|-------------------------|---------|-------------------|---------------------|----------------------|--|----------------------------------|
|  | Shares                  | Dollars | Shares                  | Dollars |                   |                     |                      |  |                                  |
| Balance at December 31, 2010   | 59,199                  | \$ 60   | 28,169                  | \$ 28   | \$ (2,277)        | \$ 451,728          | \$ 171,224           | \$ (1,280)   | \$ 619,483                       |
| <i>Comprehensive income (loss):</i>  |                         |         |                         |         |                   |                     |                      |  |                                  |
| Net income   | -                       | -       | -                       | -       | -                 | -                   | 9,923                | -  | 9,923                            |
| Unrealized gain on derivatives designated and qualified as cash flow hedges, net of tax of \$2,718 | -                       | -       | -                       | -       | -                 | -                   | -                    | 4,751  | 4,751                            |
| Foreign currency translation adjustments   | -                       | -       | -                       | -       | -                 | -                   | -                    | 830  | 830                              |
| <i>Comprehensive income</i>  |                         |         |                         |         |                   |                     |                      |  | 15,504                           |
| Preferred stock dividends  | -                       | -       | -                       | -       | -                 | -                   | (4,232)              | -  | (4,232)                          |
| Non-cash stock-based compensation  | -                       | -       | -                       | -       | -                 | 798                 | -                    | -  | 798                              |
| Balance at March 31, 2011  | 59,199                  | \$ 60   | 28,169                  | \$ 28   | \$ (2,277)        | \$ 452,526          | \$ 176,915           | \$ 4,301   | \$ 631,553                       |
| Balance at December 31, 2009   | 59,170                  | \$ 60   | 28,169                  | \$ 28   | \$ (2,474)        | \$ 448,556          | \$ 95,263            | \$ (7,199)   | \$ 534,234                       |
| <i>Comprehensive income (loss):</i>  |                         |         |                         |         |                   |                     |                      |  |                                  |
| Net income   | -                       | -       | -                       | -       | -                 | -                   | 25,661               | -  | 25,661                           |
| Unrealized gain on derivatives designated and qualified as cash flow hedges, net of tax of \$159   | -                       | -       | -                       | -       | -                 | -                   | -                    | 279  | 279                              |
| Foreign currency translation adjustments   | -                       | -       | -                       | -       | -                 | -                   | -                    | 950  | 950                              |

|                                   |               |              |               |              |                   |                   |                   |                   |                   |
|-----------------------------------|---------------|--------------|---------------|--------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Issuance of class A common stock  | 14            | -            | -             | -            | -                 | 90                | -                 | -                 | 90                |
| Preferred stock dividends         | -             | -            | -             | -            | -                 | -                 | (4,962)           | -                 | (4,962)           |
| Non-cash stock-based compensation | -             | -            | -             | -            | -                 | 842               | -                 | -                 | 842               |
| <b>Balance at March 31, 2010</b>  | <b>59,184</b> | <b>\$ 60</b> | <b>28,169</b> | <b>\$ 28</b> | <b>\$ (2,474)</b> | <b>\$ 449,488</b> | <b>\$ 115,962</b> | <b>\$ (5,970)</b> | <b>\$ 557,094</b> |

The accompanying notes are an integral part of the consolidated financial statements.

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**GNC HOLDINGS, INC. AND SUBSIDIARIES**  
**Consolidated Statements of Cash Flows**  
(unaudited)  
(in thousands)

|  | Three months ended March 31, |                   |
|--|------------------------------|-------------------|
|  | 2011                         | 2010              |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>   |                              |                   |
| Net income   | \$ 9,923                     | \$ 25,661         |
| <u>Adjustments to reconcile net income to net cash provided by operating activities:</u> |                              |                   |
| Write-off of deferred financing fees - early debt extinguishment                         | 13,402                       | -                 |
| Amortization of original issue discount - early debt extinguishment                      | 1,556                        | -                 |
| Depreciation expense   | 9,576                        | 9,564             |
| Amortization of intangible assets  | 1,909                        | 2,186             |
| Amortization of deferred financing fees  | 896                          | 1,056             |
| Amortization of original issue discount  | 108                          | 99                |
| Increase in provision for inventory losses   | 4,568                        | 1,946             |
| Non-cash stock-based compensation  | 798                          | 842               |
| Increase (decrease) in provision for losses on accounts receivable                       | 151                          | (122)             |
| Changes in assets and liabilities:   |                              |                   |
| Increase in receivables  | (2,221)                      | (2,082)           |
| Increase in inventory  | (40,799)                     | (20,846)          |
| Decrease in other working capital  | 2,131                        | 10,218            |
| Increase in accounts payable   | 57,603                       | 47,144            |
| Decrease in interest payable   | (10,389)                     | (8,474)           |
| Increase in accrued liabilities  | 15,397                       | 4,926             |
| <b>Net cash provided by operating activities</b>   | <b>64,609</b>                | <b>72,118</b>     |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>   |                              |                   |
| Capital expenditures   | (7,768)                      | (7,313)           |
| Franchise store conversions  | -                            | 4                 |
| Store acquisition costs  | (608)                        | (230)             |
| <b>Net cash used in investing activities</b>   | <b>(8,376)</b>               | <b>(7,539)</b>    |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>   |                              |                   |
| Payment of 2007 Senior Credit Facility   | (644,382)                    | -                 |
| Redemption of Senior Toggle Notes  | (300,000)                    | -                 |
| Redemption of Senior Subordinated Notes  | (110,000)                    | -                 |
| Issuance of Class A Common Stock   | -                            | 90                |
| Borrowings on 2011 Senior Credit Facility  | 1,196,200                    | -                 |
| Payments on long-term debt   | (389)                        | (599)             |
| Financing fees   | (17,346)                     | -                 |
| <b>Net cash provided by (used in) financing activities</b>                               | <b>124,083</b>               | <b>(509)</b>      |
| Effect of exchange rate on cash and cash equivalents                                     | (361)                        | (39)              |
| Net increase in cash and cash equivalents  | 179,955                      | 64,031            |
| Beginning balance, cash and cash equivalents   | 193,902                      | 89,948            |
| Ending balance, cash and cash equivalents  | <b>\$ 373,857</b>            | <b>\$ 153,979</b> |

The accompanying notes are an integral part of the consolidated financial statements.

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**GNC HOLDINGS, INC. AND SUBSIDIARIES**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)**

**NOTE 1. NATURE OF BUSINESS**

**General Nature of Business.** GNC Holdings, Inc., formerly GNC Acquisition Holdings Inc., a Delaware corporation ("Holdings", and collectively with its subsidiaries and, unless the context requires otherwise, its and their respective predecessors, the "Company"), is a leading specialty retailer of nutritional supplements, which include: vitamins, minerals and herbal supplements ("VMHS"), sports nutrition products, diet products and other wellness products.

The Company's organizational structure is vertically integrated as the operations consist of purchasing raw materials, formulating and manufacturing products and selling the finished products through its three primary segments: retail, franchising and manufacturing/wholesale. Corporate retail store operations are located in North America and Puerto Rico, and in addition the Company offers products domestically through GNC.com and www.drugstore.com. Franchise stores are located in the United States and 48 international countries (including distribution centers where retail sales are made). The Company operates its primary manufacturing facilities in South Carolina and distribution centers in Arizona, Pennsylvania and South Carolina. The Company manufactures the majority of its branded products, but also merchandises various third party products. Additionally, the Company licenses the use of its trademarks and trade names.

The processing, formulation, packaging, labeling and advertising of the Company's products are subject to regulation by one or more federal agencies, including the Food and Drug Administration ("FDA"), Federal Trade Commission ("FTC"), Consumer Product Safety Commission, United States Department of Agriculture and the Environmental Protection Agency. These activities are also regulated by various agencies of the states and localities in which the Company's products are sold.

**NOTE 2. BASIS OF PRESENTATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The accompanying unaudited consolidated financial statements have been prepared in accordance with the rules and regulations of the Securities and Exchange Commission ("SEC"). Accordingly, certain information and footnote disclosures normally included in the annual financial statements prepared in accordance with accounting principles generally accepted in the United States ("GAAP") have been omitted. These interim consolidated financial statements should be read in conjunction with the consolidated financial statements and notes included in the prospectus (the "Prospectus") contained in the Company's Registration Statement on Form S-1, as amended (Registration No. 333-169618), which was declared effective on March 31, 2011 (the "Registration Statement"). There have been no material changes to the application of critical accounting policies and significant judgments and estimates since December 31, 2010.

The accompanying unaudited consolidated financial statements include all adjustments (consisting of a normal and recurring nature) that management considers necessary for a fair statement of financial information for the interim periods. Interim results are not necessarily indicative of the results that may be expected for the remainder of the year ending December 31, 2011.

**Principles of Consolidation.** The consolidated financial statements include the accounts of Holdings, all of its subsidiaries and a variable interest entity. All material intercompany transactions have been eliminated in consolidation.

**Use of Estimates.** The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions. Accordingly, these estimates and assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Some of the most significant estimates pertaining to the Company include the valuation of inventories, the allowance for doubtful accounts, income tax valuation allowances and the recoverability of long-lived assets. On a regular basis, management reviews its estimates utilizing currently available information, changes in facts and circumstances, historical experience and reasonable assumptions. After such reviews and if deemed appropriate, those estimates are adjusted accordingly. Actual results could differ from those estimates.

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**GNC HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)**

**Financial Instruments and Derivatives.** As part of the Company's financial risk management program, it has historically used certain derivative financial instruments to reduce its exposure to market risk for changes in interest rates primarily in respect of its long-term debt obligations. The Company has not historically entered into, and does not intend to enter into, derivative transactions for speculative purposes and holds no derivative instruments for trading purposes. Floating-to-fixed interest rate swap agreements, designated as cash flow hedges of interest rate risk, were entered into from time to time to hedge the Company's exposure to interest rate changes on a portion of the Company's floating rate debt. The interest rate swap agreements converted a portion of the Company's floating rate debt to fixed rate debt. Interest rate floors designated as cash flow hedges involve the receipt of variable-rate amounts from a counterparty if interest rates fall below the strike rate on the contract in exchange for an upfront premium. The Company recorded the fair value of these contracts as an asset or a liability, as applicable, in the balance sheet, with the offset to accumulated other comprehensive income (loss), net of tax. The Company measured hedge effectiveness by assessing the changes in the fair value or expected future cash flows of the hedged item. The ineffective portions, if any, were recorded in interest expense in the current period.

Derivatives designated as hedging instruments were recorded in the consolidated balance sheet at fair value as follows:

| Balance Sheet Location |                             | Fair Value                    |                   |
|------------------------|-----------------------------|-------------------------------|-------------------|
|                        |                             | March 31, 2011<br>(unaudited) | December 31, 2010 |
| (in thousands)         |                             |                               |                   |
| Interest Rate Products | Other current liabilities   | \$ -                          | \$ 4,395          |
| Interest Rate Products | Other long-term liabilities | \$ -                          | \$ 3,074          |

For the period ended December 31, 2010, the Company had interest rate swap agreements outstanding that effectively converted notional amounts of an aggregate \$550.0 million of debt from floating to fixed interest rates. The four outstanding agreements were to mature between April 2011 and September 2012. Amounts related to derivatives were reported in accumulated other comprehensive income (loss) and reclassified to interest expense as interest payments were made on the Company's variable-rate debt. In conjunction with a refinancing transaction (the "Refinancing") on March 4, 2011, the Company repaid in full the 2007 Senior Credit Facility (the "2007 Senior Credit Facility"), its outstanding Senior Notes and its outstanding Senior Subordinated Notes (as defined below), and the four agreements were settled and terminated for an aggregate cash payment of \$8.7 million. During the first quarter of 2011, \$8.1 million of accumulated unrealized losses on the swaps was reclassified to interest expense, of which \$5.8 million was accelerated due to the debt retirement and swap terminations on March 4, 2011. No such derivative instruments are currently outstanding.

Components of gains and losses recorded in the consolidated balance sheet and consolidated income statements for the three months ended March 31, 2011 and 2010 were as follows:

| Derivatives in Cash<br>Flow Hedging<br>Relationships | Amount of Gain or<br>(Loss) Recognized in<br>OCI on Derivative<br>(Effective Portion) | Location of Gain or (Loss)<br>Reclassified from<br>Accumulated OCI into<br>Income (Effective Portion) | Amount of Gain or (Loss)<br>Reclassified from<br>Accumulated OCI into<br>Income (Effective Portion) |
|--|---|---|---|
| (unaudited)<br>(in thousands)                        |   |   |   |

|                        |    |                |                           |    |                |
|------------------------|----|----------------|---------------------------|----|----------------|
| <b>2011</b>            |    |                |                           |    |                |
| Interest Rate Products | \$ | <u>(639)</u>   | Interest income (expense) | \$ | <u>(8,108)</u> |
| <b>2010</b>            |    |                |                           |    |                |
| Interest Rate Products | \$ | <u>(3,659)</u> | Interest income (expense) | \$ | <u>(4,097)</u> |

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**GNC HOLDINGS, INC. AND SUBSIDIARIES**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)**

**Transaction Related Cost.** The Company recognizes transaction related costs as expenses in the period incurred. For the three months ending March 31, 2011, the Company recognized \$12.4 million of these expenses.

**Recently Issued Accounting Pronouncements**

As of March 31, 2011, there were no recently issued accounting standard that are expected to have a material impact on the Company's consolidated financial statements.

**NOTE 3. INVENTORIES**

Inventories at each respective period consisted of the following:

|   | <u>March 31,</u><br><u>2011</u> | <u>December 31,</u><br><u>2010</u> |
|---|---------------------------------|------------------------------------|
|   | (unaudited)                     |                                    |
|   | (in thousands)                  |                                    |
| Finished product ready for sale                 | \$ 345,595                      | \$ 319,212                         |
| Work-in-process, bulk product and raw materials | 66,952                          | 57,165                             |
| Packaging supplies                              | 6,965                           | 5,572                              |
|   | <u>\$ 419,512</u>               | <u>\$ 381,949</u>                  |

**NOTE 4. GOODWILL AND INTANGIBLE ASSETS, NET**

Goodwill represents the excess of purchase price over the fair value of identifiable net assets of acquired entities. In accordance with the standard on intangibles and goodwill, goodwill and intangible assets with indefinite useful lives are not amortized, but instead are tested for impairment at least annually. Other intangible assets with finite lives are amortized on a straight-line or declining balance basis over periods not exceeding 35 years.

For the three months ended March 31, 2011, the Company acquired ten franchise stores. These acquisitions were accounted for utilizing the acquisition method of accounting and the Company recorded the acquired inventory, fixed assets, franchise rights and goodwill, with an applicable reduction to receivables and cash. The total purchase price associated with these acquisitions was \$1.5 million, of which \$0.6 million was paid in cash.

The following table summarizes the Company's goodwill activity:

|                                       | <u>Retail</u>     | <u>Franchising</u> | <u>Manufacturing/<br/>Wholesale</u> | <u>Total</u>      |
|---------------------------------------|-------------------|--------------------|-------------------------------------|-------------------|
|                                       | (in thousands)    |                    |                                     |                   |
| Balance at December 31, 2010          | \$ 305,097        | \$ 117,303         | \$ 202,841                          | \$ 625,241        |
| Acquired franchise stores             | 431               | -                  | -                                   | 431               |
| Balance at March 31, 2011 (unaudited) | <u>\$ 305,528</u> | <u>\$ 117,303</u>  | <u>\$ 202,841</u>                   | <u>\$ 625,672</u> |

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**GNC HOLDINGS, INC. AND SUBSIDIARIES**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)**

The following table summarizes the Company's intangible asset activity:

|                                       | <u>Retail<br/>Brand</u> | <u>Franchise<br/>Brand</u> | <u>Operating<br/>Agreements</u> | <u>Franchise<br/>Rights</u> | <u>Total</u>      |
|---------------------------------------|-------------------------|----------------------------|---------------------------------|-----------------------------|-------------------|
|                                       | (in thousands)          |                            |                                 |                             |                   |
| Balance at December 31, 2010          | \$ 500,000              | \$ 220,000                 | \$ 146,223                      | \$ 1,001                    | \$ 867,224        |
| Acquired franchise stores             | -                       | -                          | -                               | 227                         | 227               |
| Amortization expense                  | -                       | -                          | (1,713)                         | (196)                       | (1,909)           |
| Balance at March 31, 2011 (unaudited) | <u>\$ 500,000</u>       | <u>\$ 220,000</u>          | <u>\$ 144,510</u>               | <u>\$ 1,032</u>             | <u>\$ 865,542</u> |

The following table reflects the gross carrying amount and accumulated amortization for each major intangible asset:

| Estimated<br>Life<br>in years | <u>March 31, 2011</u> |                             |                    | <u>December 31, 2010</u> |                             |                    |
|-------------------------------|-----------------------|-----------------------------|--------------------|--------------------------|-----------------------------|--------------------|
|                               | Cost                  | Accumulated<br>Amortization | Carrying<br>Amount | Cost                     | Accumulated<br>Amortization | Carrying<br>Amount |

|                          |       | (unaudited)       |                    | (in thousands)    |                   |                    |                   |
|--------------------------|-------|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|
| Brands - retail          | -     | \$ 500,000        | \$ -               | \$ 500,000        | \$ 500,000        | \$ -               | \$ 500,000        |
| Brands - franchise       | -     | 220,000           | -                  | 220,000           | 220,000           | -                  | 220,000           |
| Retail agreements        | 25-35 | 31,000            | (4,406)            | 26,594            | 31,000            | (4,143)            | 26,857            |
| Franchise agreements     | 25    | 70,000            | (11,317)           | 58,683            | 70,000            | (10,617)           | 59,383            |
| Manufacturing agreements | 25    | 70,000            | (11,317)           | 58,683            | 70,000            | (10,617)           | 59,383            |
| Other intangibles        | 5     | 1,150             | (600)              | 550               | 1,150             | (550)              | 600               |
| Franchise rights         | 1-5   | 3,929             | (2,897)            | 1,032             | 3,702             | (2,701)            | 1,001             |
|                          |       | <u>\$ 896,079</u> | <u>\$ (30,537)</u> | <u>\$ 865,542</u> | <u>\$ 895,852</u> | <u>\$ (28,628)</u> | <u>\$ 867,224</u> |

The following table represents future estimated amortization expense of other intangible assets, net, with definite lives at March 31, 2011:

| <u>Years ending December 31,</u> | <u>Estimated<br/>amortization<br/>expense<br/>(unaudited)<br/>(in thousands)</u> |
|----------------------------------|--|
| 2011                             | 5,572  |
| 2012                             | 7,167  |
| 2013                             | 7,020  |
| 2014                             | 6,744  |
| 2015                             | 6,683  |
| Thereafter                       | 112,356  |
| Total                            | <u>\$ 145,542</u>  |

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**GNC HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)**

**NOTE 5. LONG-TERM DEBT / INTEREST EXPENSE**

Long-term debt at each respective period consisted of the following:

|                             | <u>March 31,<br/>2011</u> | <u>December 31,<br/>2010</u> |
|-----------------------------|---------------------------|------------------------------|
|                             | <u>(unaudited)</u>        |                              |
|                             | <u>(in thousands)</u>     |                              |
| 2011 Senior Credit Facility | \$ 1,196,235              | \$ -                         |
| 2007 Senior Credit Facility | -                         | 644,382                      |
| Senior Notes                | -                         | 298,372                      |
| Senior Subordinated Notes   | -                         | 110,000                      |
| Mortgage                    | 5,326                     | 5,711                        |
| Capital leases              | 32                        | 34                           |
| Total Debt                  | 1,201,593                 | 1,058,499                    |
| Less: current maturities    | (13,592)                  | (28,070)                     |
| Long-term Debt              | <u>\$ 1,188,001</u>       | <u>\$ 1,030,429</u>          |

The Company's net interest expense for each respective period was as follows:

|  | <u>Three months ended</u> |                           |
|--|---------------------------|---------------------------|
|  | <u>March 31,<br/>2011</u> | <u>March 31,<br/>2010</u> |
|  | <u>(unaudited)</u>        |                           |
|  | <u>(in thousands)</u>     |                           |
| 2007 Senior Credit Facility:                   |                           |                           |
| Term Loan                                      | \$ 4,815                  | \$ 7,555                  |
| Revolver                                       | 71                        | 111                       |
| Senior Notes                                   | 4,808                     | 4,856                     |
| Senior Subordinated Notes                      | 3,054                     | 2,956                     |
| Deferred fees writedown - early extinguishment | 13,402                    | -                         |
| Deferred financing fees amortization           | 896                       | 1,056                     |
| Termination of interest rate swaps             | 5,819                     | -                         |
| 2011 Senior Credit Facility:                   |                           |                           |
| Term Loan                                      | 3,926                     | -                         |
| Revolver                                       | 49                        | -                         |
| Mortgage                                       | 89                        | 115                       |
| OID amortization                               | 108                       | 99                        |
| OID writedown - early extinguishment           | 1,556                     | -                         |
| Interest income                                | (217)                     | (136)                     |
| Interest expense, net                          | <u>\$ 38,376</u>          | <u>\$ 16,612</u>          |

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**GNC HOLDINGS, INC. AND SUBSIDIARIES**  
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Accrued interest at each respective period consisted of the following:

|                             | March 31,<br>2011 | December 31,<br>2010 |
|-----------------------------|-------------------|----------------------|
|                             | (unaudited)       |                      |
|                             | (in thousands)    |                      |
| 2011 Senior Credit Facility | \$ 2,983          | \$ -                 |
| 2007 Senior Credit Facility | -                 | 4,173                |
| Senior Notes                | -                 | 5,717                |
| Senior Subordinated Notes   | -                 | 3,482                |
| Total                       | \$ 2,983          | \$ 13,372            |

On March 4, 2011, General Nutrition Centers, Inc. ("Centers"), a wholly owned subsidiary of Holdings, entered into the 2011 Senior Credit Facility, consisting of a \$1.2 billion term loan facility (the "Term Loan Facility") and an undrawn \$80.0 million revolving credit facility (the "Revolving Credit Facility" and, together with the Term Loan Facility, the "2011 Senior Credit Facility"). The Term Loan Facility will mature in March 2018. The Revolving Credit Facility will mature in March 2016. Interest on the 2011 Senior Credit Facility accrues at a variable rate and was 4.25% at March 31, 2011. Interest is accrued at a rate, at the Company's option, per annum equal to (A) the sum of (i) the greatest of (a) the prime rate (as publicly announced by JPMorgan Chase Bank, N.A. as its prime rate in effect), (b) the federal funds effective rate plus 0.50% and, (c) one month adjusted LIBOR (or if greater, 1.25%) plus 1.0% plus (ii) 2.0% or (B) the sum of (i) adjusted LIBOR (or if greater, 1.25%) plus (ii) 3.0%. Additionally, the Company is required to pay a commitment fee to the lenders under the Revolving Credit Facility in respect of unutilized revolving loan commitments at a rate of 0.5% per annum. As of March 31, 2011 \$8.2 million of the Revolving Credit Facility was pledged to secure letters of credit. The 2011 Senior Credit Facility is collateralized by first priority pledges (subject to permitted liens) of the equity interests of each of Centers and Centers' domestic subsidiaries. In connection with the Refinancing on March 4, 2011, the Company incurred \$17.3 million in deferred financing costs. The \$1.2 billion Term Loan Facility was recorded net of original issue discount of \$3.8 million.

The 2011 Senior Credit Facility contains customary covenants, including incurrence covenants and certain other limitations on the ability of GNC Corporation, Centers, and Centers' subsidiaries to incur additional debt, guarantee other obligations, grant liens on assets, make investments or acquisitions, dispose of assets, make optional payments or modifications of other debt instruments, pay dividends or other payments on capital stock, engage in mergers or consolidations, enter into sales and leaseback transactions, enter into arrangements that restrict our and our subsidiaries' ability to pay dividends or grant liens, engage in transactions with affiliations, and change the passive holding company status of GNC Corporation. The Revolving Credit Facility also requires that, to the extent borrowings outstanding thereunder exceed \$25 million, we meet a senior secured debt ratio of consolidated senior secured debt to consolidated EBITDA (as defined in the Revolving Credit Facility). Such ratio test is 4.75 to 1.00 for the period from June 30, 2011 through and including March 31, 2013, and 4.25 to 1.00 thereafter.

As of March 31, 2011, the Company believes that it is in compliance with all covenants under the 2011 Senior Credit Facility.

At December 31, 2010 the interest rate for the 2007 Senior Credit Facility was 2.5%. At December 31, 2010, the interest rate for the Senior Notes was 5.8%. In connection with the Refinancing on March 4, 2011, the 2007 Senior Credit Facility, Senior Notes, and Senior Subordinated Notes were repaid.

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**GNC HOLDINGS, INC. AND SUBSIDIARIES**  
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**NOTE 6. FINANCIAL INSTRUMENTS**

At March 31, 2011 and December 31, 2010, the Company's financial instruments consisted of cash and cash equivalents, receivables, franchise notes receivable, accounts payable and long-term debt. The carrying amount of cash and cash equivalents, receivables, accounts payable and accrued liabilities approximates their fair value because of the short maturity of these instruments. Based on the interest rates currently available and their underlying risk, the carrying value of the franchise notes receivable approximates their fair value. These fair values are reflected net of reserves, which are recognized according to Company policy. The Company determined the estimated fair values of its debt by using currently available market information and estimates and assumptions where appropriate. As considerable judgment is required to determine these estimates, changes in the assumptions or methodologies may have an effect on these estimates. The carrying amount and estimated fair values of the Company's financial instruments are as follows:

|  | March 31,<br>2011  |               | December 31,<br>2010 |               |
|--|--------------------|---------------|----------------------|---------------|
|  | Carrying<br>Amount | Fair<br>Value | Carrying<br>Amount   | Fair<br>Value |
|  | (unaudited)        |               |                      |               |
|  | (in thousands)     |               |                      |               |
| Cash and cash equivalents                  | \$ 373,857         | \$ 373,857    | \$ 193,902           | \$ 193,902    |
| Receivables, net                           | 104,270            | 104,270       | 102,874              | 102,874       |
| Franchise notes receivable, net            | 4,909              | 4,909         | 4,496                | 4,496         |
| Accounts payable                           | 156,203            | 156,203       | 98,662               | 98,662        |
| Long-term debt (including current portion) | 1,201,593          | 1,201,593     | 1,058,499            | 1,007,070     |

**NOTE 7. COMMITMENTS AND CONTINGENCIES**

**Litigation**

The Company is engaged in various legal actions, claims and proceedings arising in the normal course of business, including claims related to breach of contracts, products liabilities, intellectual property matters and employment-related matters resulting from the Company's business activities. As with most actions such as these, an estimation of any possible and/or ultimate liability cannot always be determined. The Company continues to assess the requirement to account for additional contingencies in accordance with the standard on contingencies. If the Company is required to make a payment in connection with an adverse outcome in these matters, it could have a material impact on its financial condition and operating results.

As a manufacturer and retailer of nutritional supplements and other consumer products that are ingested by consumers or applied to their bodies, the Company has been and is currently subjected to various product liability claims. Although the effects of these claims to date have not been material to the Company, it is possible that current and future product liability claims could have a material adverse impact on its business or financial condition. The Company currently maintains product liability insurance with a deductible/retention of \$3.0 million per claim with an aggregate cap on retained loss of \$10.0 million. The Company typically seeks and has obtained contractual indemnification from most parties that supply raw materials for its products or that manufacture or market products it sells. The Company also typically seeks to be added, and has been added, as an additional insured under most of such parties' insurance policies. The Company is also entitled to indemnification by a former owner of the Company for certain losses arising from claims related to products containing ephedra or Kava Kava sold prior to December 5, 2003. However, any such indemnification or insurance is limited by its terms and any such indemnification, as a practical matter, is limited to the creditworthiness of the indemnifying party and its insurer, and the absence of significant defenses by the insurers. The Company may incur material products liability claims, which could increase its costs and adversely affect its reputation, revenues and operating income.

*Hydroxycut Claims.* On May 1, 2009, the FDA issued a warning on several Hydroxycut-branded products manufactured by Iovate Health Sciences U.S.A., Inc. ("Iovate"). The FDA warning was based on 23 reports of liver injuries from consumers who claimed to have used the products between 2002 and 2009. As a result, Iovate voluntarily recalled 14 Hydroxycut-branded products. Following the recall, the Company was named, among other defendants, in approximately 60 lawsuits related to Hydroxycut-branded products in 13 states. Iovate previously accepted the Company's tender request for defense and indemnification under its purchasing agreement with the Company and, as such, Iovate has accepted the Company's request for defense and indemnification in the Hydroxycut matters. The Company's ability to obtain full recovery in respect of any claims against the Company in connection with products manufactured by Iovate under the indemnity is dependent on Iovate's insurance coverage, the creditworthiness of its insurer, and the absence of significant defenses by such insurer. To the extent the Company is not fully compensated by Iovate's insurer, it can seek recovery directly from Iovate. The Company's ability to fully recover such amounts may be limited by the creditworthiness of Iovate.

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**GNC HOLDINGS, INC. AND SUBSIDIARIES**  
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As of March 31, 2011, there were 57 pending lawsuits related to Hydroxycut in which the Company had been named: 51 individual, largely personal injury claims and six putative class action cases, generally inclusive of claims of consumer fraud, misrepresentation, strict liability and breach of warranty. As any liabilities that may arise from these matters are not probable or reasonably estimable at this time, no liability has been accrued in the accompanying financial statements.

By court order dated October 6, 2009, the United States Judicial Panel on Multidistrict Litigation consolidated pretrial proceedings of many of the pending actions in the Southern District of California (In re: Hydroxycut Marketing and Sales Practices Litigation, MDL No. 2087).

*Pro-Hormone/Androstenedione Cases.* The Company is currently defending five lawsuits (the "Andro Actions") in California, Florida, New Jersey, New York, and Pennsylvania relating to the sale by the Company of certain nutritional products, between 1999 and 2004, alleged to contain the ingredients commonly known as Androstenedione, Androstenediol, Norandrostenedione, and Norandrostenediol (collectively, "Andro Products"). In each of the Andro Actions, plaintiffs sought, or are seeking, to certify a class and obtain damages on behalf of the class representatives and all those similarly-situated who purchased from the Company certain nutritional supplements alleged to contain one or more Andro Products. During the first quarter of 2011, the sole Andro Action filed in California was settled for an immaterial amount, pending approval by the court. Unlike the other states in which the plaintiffs reside, California law prohibits one of the ingredients; therefore the Company does not believe that the outcome in California provides a basis for determining the potential outcome of the other Andro Actions. As any liabilities that may arise from these other Andro Actions are not probable or reasonably estimable at this time, no liability has been accrued in the accompanying financial statements.

**Commitments**

The Company maintains certain purchase commitments with various vendors to ensure its operational needs are fulfilled. As of March 31, 2011, such future purchase commitments consisted of \$10.5 million of advertising commitments. Other commitments related to the Company's business operations cover varying periods of time and are not significant. All of these commitments are expected to be fulfilled with no adverse consequences to the Company's operations of financial condition.

**Environmental Compliance**

In March 2008, the South Carolina Department of Health and Environmental Control (the "DHEC") requested that the Company investigate contamination associated with historical activities at our South Carolina facility. These investigations have identified chlorinated solvent impacts in soils and groundwater that extend offsite from our facility. The Company is awaiting DHEC approval of the scope of additional investigations in order to understand the extent of these impacts and develop appropriate remedial measures for DHEC approval. At this state of the investigation, however, it is not possible to estimate the timing and extent of any remedial action that may be required, the ultimate cost of remediation, or the amount of the Company's potential liability.

In addition to the foregoing, the Company is subject to numerous federal, state, local, and foreign environmental and health and safety laws and regulations governing its operations, including the handling, transportation, and disposal of the Company's non-hazardous and hazardous substances and wastes, as well as emissions and discharges from its operations into the environment, including discharges to air, surface water, and groundwater. Failure to comply with such laws and regulations could result in costs for remedial actions, penalties, or the imposition of other liabilities. New laws, changes in existing laws or the interpretation thereof, or the development of new facts or changes in their processes could also cause the Company to incur additional capital and operation expenditures to maintain compliance with

environmental laws and regulations and environmental permits. The Company also is subject to laws and regulations that impose liability and cleanup responsibility for releases of hazardous substances into the environment without regard to fault or knowledge about the condition or action causing the liability. Under certain of these laws and regulations, such liabilities can be imposed for cleanup of previously owned or operated properties, or for properties to which substances or wastes that were sent in connection with current or former operations at its facilities. The presence of contamination from such substances or wastes could also adversely affect the Company's ability to sell or lease its properties, or to use them as collateral for financing. From time to time, the Company has incurred costs and obligations for correcting environmental and health and safety noncompliance matters and for remediation at or relating to certain of its properties or properties at which its waste has been disposed. The Company believes it has complied with, and is currently complying with, its environmental obligations pursuant to environmental and health and safety laws and regulations and that any liabilities for noncompliance will not have a material adverse effect on its business or financial performance. However, it is difficult to predict future liabilities and obligations, which could be material.

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**GNC HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)**

**NOTE 8. STOCK-BASED COMPENSATION PLANS**

**2011 Stock Plan**

On April 6, 2011, Holdings completed an initial public offering of its Class A common stock (the "IPO"). In connection with the IPO, Holdings adopted the GNC Holdings, Inc. 2011 Stock and Incentive Plan (the "2011 Stock Plan"). The 2011 Stock Plan is administered by the Holdings' Compensation Committee (the "Compensation Committee").

Up to 8.5 million shares of Class A common stock may be issued under the 2011 Stock Plan (subject to adjustment to reflect certain transactions and events specified in the 2011 Stock Plan for any award grant). If any award granted under the 2011 Stock Plan expires, terminates or is cancelled without having been exercised in full, the number of shares underlying such unexercised award will again become available for awards under the 2011 Stock Plan. The total number of shares of Class A common stock available for awards under the 2011 Stock Plan will be reduced by (i) the total number of stock options or stock appreciation rights exercised, regardless of whether any of the shares of Class A common stock underlying such awards are not actually issued to the participant as the result of a net settlement and (ii) any shares of Class A common stock used to pay any exercise price or tax withholding obligation. In addition, the number of shares of Class A common stock that are subject to restricted stock, performance shares or other stock-based awards that are not subject to the appreciation of the value of a share of Class A common stock ("Full Share Awards") that may be granted under the 2011 Stock Plan is limited by counting shares granted pursuant to such awards against the aggregate share reserve as 1.8 shares for every share granted. If any stock option, stock appreciation right or other stock-based award that is not a Full Share Award is cancelled, expires or terminates unexercised for any reason, the shares covered by such awards will again be available for the grant of awards under the 2011 Stock Plan. If any shares of Class A common stock that are subject to restricted stock, performance shares or other stock-based awards that are Full Share Awards are forfeited for any reason, 1.8 shares of Class A common stock will again be available for the grant of awards under the 2011 Stock Plan.

On March 31, 2011, options, with a weighted average exercise price of \$19.51, were granted to purchase up to 570,000 shares of Class A common stock under the 2011 Stock Plan.

**2007 Stock Plan**

In 2007, Holdings adopted the GNC Acquisition Holdings Inc. 2007 Stock Incentive Plan (the "2007 Stock Plan"). Following the IPO, the Company will not grant any additional awards under the 2007 Stock Plan. The 2007 Stock Plan provided for the granting of stock options, restricted stock and other stock based awards. The 2007 Stock Plan was available to certain eligible employees, directors, consultants or advisors as determined by the Compensation Committee. Stock options under the 2007 Stock Plan were generally granted with exercise prices at or above fair market value, typically vested over a four- or five-year period and expired ten years from the date of grant. No stock appreciation rights, restricted stock, deferred stock or performance shares were granted under the 2007 Stock Plan.

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**GNC HOLDINGS, INC. AND SUBSIDIARIES  
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The following table outlines Holdings total stock options activity under the 2007 Stock Plan:

|                                  | <u>Total Options</u> |    | <u>Weighted Average<br/>Exercise Price</u> |
|----------------------------------|----------------------|----|--|
| Outstanding at December 31, 2010 | 9,344,188            | \$ | 7.60                                       |
| Forfeited                        | (84,000)             |    | 10.87                                      |
| Outstanding at March 31, 2011    | <u>9,260,188</u>     | \$ | 7.58                                       |
| Exercisable at March 31, 2011    | <u>6,808,185</u>     | \$ | 6.72                                       |

**Stock Based Compensation Expense**

The Company utilizes the Black Scholes model to calculate the fair value of options under all the Holdings' plans. The resulting compensation cost is recognized in the Company's financial statements over the option vesting period. At March 31, 2011, the net unrecognized compensation cost was \$6.0 million and is expected to be recognized over a weighted average period of approximately 3.4 years.

Stock-based compensation expense for each of the three months ended March 31, 2011 and 2010 was \$0.8 million.

As of March 31, 2011, the weighted average remaining contractual life of outstanding options was 6.5 years. At March 31, 2011, the weighted average remaining contractual life of exercisable options was 5.9 years. The weighted average fair value of options granted during 2011 was \$6.15 per share.

The Black Scholes model utilizes the following assumptions in determining a fair value: price of underlying stock, option exercise price, expected option term, risk-free interest rate, expected dividend yield, and expected stock price volatility over the option's expected term. As Holdings has had minimal exercises of stock options through December 31, 2010, 2009 and 2008 option term has been estimated by considering both the vesting period, which typically for the successor and predecessor plans has been five or four years, and the contractual term, which historically has been ten years. As the Company's underlying stock was not, as of March 31, 2011, publicly traded on an open market, the Company utilized its current peer group average to estimate the expected volatility. The assumptions used in the Company's Black Scholes valuation related to stock option grants made from the 2011 Stock Plan during the three months ended March 31, 2011 were as follows:

|  | <b>March 31,<br/>2011</b> |
|--|---------------------------|
|  | <b>(unaudited)</b>        |
| Dividend yield                               | 0.00%                     |
| Expected option life                         | 6.3-7.0 years             |
| Volatility factor percentage of market price | 38.5%                     |
| Discount rate                                | 2.9%                      |

As the Black-Scholes model utilizes certain estimates and assumptions, the existing models do not necessarily represent the definitive fair value of options for future periods. Assumptions used in the Black-Scholes option valuation model included the fair value of the stock, as the stock was not publicly traded, as of March 31, 2011, and volatility. The fair value of the stock was estimated based upon the net enterprise value of the Company, discounted to reflect the lack of liquidity and control associated with the stock. Volatility was estimated based upon the volatility in a sample peer group of companies. The average estimated fair value of Holdings' Class A common stock for the three months ended March 31, 2011 was \$15.05 per share.

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**GNC HOLDINGS, INC. AND SUBSIDIARIES  
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)**

**NOTE 9. SEGMENTS**

The Company has three reportable segments, each of which represents an identifiable component of the Company for which separate financial information is available. This information is utilized by the Company's management to assess performance and allocate assets accordingly. The Company's management evaluates segment operating results based on several indicators. The primary key performance indicators are sales and operating income or loss for each segment. Operating income or loss, as evaluated by management, excludes certain items that are managed at the consolidated level, such as distribution and warehousing, impairments and other corporate costs. The following table represents key financial information for each of the Company's reportable segments, identifiable by the distinct operations and management of each: Retail, Franchising, and Manufacturing/Wholesale. The Retail reportable segment includes the Company's corporate store operations in the United States, Canada and its GNC.com business. The Franchise reportable segment represents the Company's franchise operations, both domestically and internationally. The Manufacturing/Wholesale reportable segment represents the Company's manufacturing operations in South Carolina and the Wholesale sales business. This segment supplies the Retail and Franchise segments, along with various third parties, with finished products for sale. The Warehousing and Distribution and Corporate costs represent the Company's administrative expenses. The accounting policies of the segments are the same as those described in the "Basis of Presentation and Summary of Significant Accounting Policies".

The following table represents key financial information of the Company's segments:

|   | <b>Three Months Ended</b> |                           |
|---|---------------------------|---------------------------|
|   | <b>March 31,<br/>2011</b> | <b>March 31,<br/>2010</b> |
|   | <b>(unaudited)</b>        |                           |
| <b>Revenue:</b>                         |                           |                           |
| Retail                                  | \$ 383,703                | \$ 350,834                |
| Franchise                               | 77,384                    | 72,602                    |
| Manufacturing/Wholesale:                |                           |                           |
| Intersegment <sup>(1)</sup>             | 50,699                    | 47,345                    |
| Third Party                             | 44,921                    | 41,583                    |
| Sub total Manufacturing/Wholesale       | <u>95,620</u>             | <u>88,928</u>             |
| Sub total segment revenues              | 556,707                   | 512,364                   |
| Intersegment elimination <sup>(1)</sup> | <u>(50,699)</u>           | <u>(47,345)</u>           |
| <b>Total revenue</b>                    | <u>\$ 506,008</u>         | <u>\$ 465,019</u>         |

<sup>(1)</sup> Intersegment revenues are eliminated from consolidated revenue.

|   |                  |                  |
|---|------------------|------------------|
| <b>Operating income (loss):</b>                 |                  |                  |
| Retail  | \$ 63,597        | \$ 50,196        |
| Franchise                                       | 25,356           | 21,972           |
| Manufacturing/Wholesale                         | 16,554           | 16,872           |
| Unallocated corporate and other costs:          |                  |                  |
| Warehousing and distribution costs              | (15,148)         | (13,892)         |
| Corporate costs                                 | (20,308)         | (17,965)         |
| Transaction related costs                       | (12,362)         | -                |
| Sub total unallocated corporate and other costs | <u>(47,818)</u>  | <u>(31,857)</u>  |
| <b>Total operating income</b>                   | <u>\$ 57,689</u> | <u>\$ 57,183</u> |

## 10. INCOME TAXES

The Company recognized \$9.4 million of income tax expense (or 48.6% of pretax income) during the three months ended March 31, 2011 compared to \$14.9 million (or 36.8% of pretax income) for the same period in 2010. The 2011 income tax expense includes \$2.3 million, or 11.7% of pretax income, related to non deductible costs incurred related to the IPO during the period.

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### GNC HOLDINGS, INC. AND SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)

The Company files a consolidated U.S. federal tax return and various consolidated and separate tax returns as prescribed by the tax laws of the state, local, and international jurisdictions in which it and its subsidiaries operate. The Company has been audited by the Internal Revenue Service (the "IRS") through its March 15, 2007 tax year. The Company has various state, local, and international jurisdiction tax years open to examination (the earliest open period is 2003), and is also currently under audit in certain state and local jurisdictions. As of March 31, 2011, the Company believes that it has appropriately reserved for any potential federal, state, local, and international income tax exposures.

The Company recorded additional unrecognized tax benefits of approximately \$0.1 million during the three months ended March 31, 2011. The additional unrecognized tax benefits recorded during the three months ended March 31, 2011 are principally related to the continuation of previously taken tax positions. As of March 31, 2011 and December 31, 2010, the Company had \$8.8 million and \$8.7 million, respectively, of unrecognized tax benefits. As of March 31, 2011, the Company is not aware of any tax positions for which it is reasonably possible that the amounts of unrecognized tax benefits will significantly increase or decrease within the next 12 months. The amount of unrecognized tax benefits that, if recognized, would affect the effective tax rate is \$8.8 million. The Company recognizes accrued interest and penalties related to unrecognized tax benefits in income tax expense. The Company had accrued approximately \$3.0 million and \$2.7 million, respectively, for March 31, 2011 and December 31, 2010 in potential interest and penalties associated with uncertain tax positions. To the extent interest and penalties are not assessed with respect to the ultimate settlement of uncertain tax positions, amounts previously accrued will be reduced and reflected as a reduction of the overall income tax provision.

#### NOTE 11. FAIR VALUE MEASUREMENT

The standard on fair market measurement defines fair value, establishes a consistent framework for measuring fair value, and expands disclosures for each major asset and liability category measured at fair value on either a recurring or nonrecurring basis. The standard clarifies that fair value is an exit price, representing the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants. As such, fair value is a market-based measurement that should be determined based on assumptions that market participants would use in pricing an asset or liability. As a basis for considering such assumptions, the standard establishes a three-tier fair value hierarchy which prioritizes the inputs used in measuring fair value as follows:

Level 1 - observable inputs such as quoted prices in active markets for identical assets and liabilities;

Level 2 - observable inputs such as quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, other inputs that are observable, or can be corroborated by observable market data; and

Level 3 - unobservable inputs for which there are little or no market data, which require the reporting entity to develop its own assumptions.

The following table presents the Company's financial assets and liabilities that were accounted for at fair value on a recurring basis as of March 31, 2011 by level within the fair value hierarchy:

|                             | Fair Value Measurements Using |                |         |
|-----------------------------|-------------------------------|----------------|---------|
|                             | Level 1                       | Level 2        | Level 3 |
|                             |                               |                |         |
|                             |                               | (unaudited)    |         |
|                             |                               | (in thousands) |         |
| Other current liabilities   | \$ -                          | \$ -           | \$ -    |
| Other long-term liabilities | \$ 2,972                      | \$ -           | \$ -    |

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### GNC HOLDINGS, INC. AND SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)

The following table presents the Company's financial assets and liabilities that were accounted for at fair value on a recurring basis as of December 31, 2010 by level within the fair value hierarchy:

|                             | Fair Value Measurements Using |                |         |
|-----------------------------|-------------------------------|----------------|---------|
|                             | Level 1                       | Level 2        | Level 3 |
|                             |                               |                |         |
|                             |                               | (in thousands) |         |
| Other current liabilities   | \$ -                          | \$ 4,395       | \$ -    |
| Other long-term liabilities | \$ 3,034                      | \$ 3,074       | \$ -    |

The following is a description of the valuation methodologies used for these items, as well as the general classification of such items pursuant to the fair value hierarchy of the standard on Fair Value Measurements and Disclosures:

*Other Current Liabilities and Other Long-term Liabilities.* Other current liabilities and long-term liabilities classified as Level 1 consist of liabilities related to the Company's non-qualified deferred compensation plan. The liabilities related to this plan are adjusted based on changes in the fair value of the underlying employee-directed investment choices. Since the employee-directed investment choices are exchange traded equity indexes with quoted prices in active markets, the liabilities are classified within Level 1 on the fair value hierarchy. Other current liabilities and long-term liabilities classified as Level 2 consisted of the Company's interest rate swaps which were terminated on March 4, 2011.

In addition to the above table, the Company's financial instruments also consist of cash and cash equivalents, accounts receivable, accounts payable and long-term debt. The Company did not elect to value its long-term debt with the fair value option in accordance with the standard on Financial Instruments. The Company believes that the recorded values of all of its other financial instruments approximate their fair values because of their nature and respective durations.

## **NOTE 12. RELATED PARTY TRANSACTIONS**

*Management Services Agreement.* Together with Holdings' wholly owned subsidiary, GNC Acquisition Inc., Holdings entered into an Agreement and Plan of Merger (the "Merger Agreement") with GNC Parent Corporation on February 8, 2007. Pursuant to the Merger Agreement and on March 16, 2007, GNC Acquisition Inc. was merged with and into GNC Parent Corporation, with GNC Parent Corporation as the surviving corporation and our wholly owned subsidiary (the "Merger"). In connection with the Merger, on March 16, 2007, Holdings entered into a Management Services Agreement (the "ACOF Management Services Agreement") with ACOF Operating Manager II, L.P. ("ACOF Manager"), an affiliate of Ares Corporate Opportunities Fund II, L.P. ("Ares"), one of Holdings' sponsors. The ACOF Management Service Agreement provided for an annual management fee of \$750,000, payable quarterly and in advance to ACOF Manager, on a pro rata basis, until the tenth anniversary from March 16, 2007 plus any one-year extensions (which extensions occurred automatically on each anniversary date of March 16, 2007), as well as reimbursements for ACOF Manager's and its affiliates' out-of-pocket expenses in connection with the management services provided under the ACOF Management Services Agreement. For the three months ended March 31, 2011 and 2010, \$187,500 had been paid pursuant to this agreement.

The ACOF Management Services Agreement provided that upon consummation of a change in control transaction or a bona fide initial public offering, ACOF Manager would receive, in lieu of quarterly payments of the annual management fee, an automatic fee equal to the net present value of the aggregate annual management fee that would have been payable to ACOF Manager during the remainder of the term of the agreement, calculated in good faith by Holdings' board of directors (the "Board"). Upon consummation of the IPO in April 2011, \$5.6 million was paid pursuant to this agreement and the agreement was terminated. This amount was accrued and expensed in transaction related costs during the period ended March 31, 2011.

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## **GNC HOLDINGS, INC. AND SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)**

*Special Dividend.* Ontario Teachers' Pension Plan Board ("OTPP"), as the holder of Holdings' Class B common stock, was entitled to receive an annual special dividend payment equal to an aggregate amount of \$750,000 per year when, as and if declared by the Board (the "Special Dividend"). The Special Dividend was payable in equal quarterly installments on the first day of each quarter commencing on April 1, 2007 and for ten years thereafter (the "Special Dividend Period"). For the three months ended March 31, 2011 and 2010, \$187,500 was paid pursuant to this arrangement.

Upon the consummation of a change in control transaction or a bona fide initial public offering, OTPP was entitled to receive, in lieu of quarterly payments of the special dividend payments, an automatic payment equal to the net present value of the aggregate amount of the special dividend payments that would have been payable to OTPP during the remainder of the Special Dividend Period, calculated in good faith by the Board. Upon consummation of the IPO in April 2011, \$5.6 million was paid to OTPP and the arrangement was terminated. This amount was accrued and expensed in transaction related costs during the period ended March 31, 2011.

*2007 Senior Credit Facility.* Upon consummation of the Merger, Centers entered into the 2007 Senior Credit Facility, under which various funds affiliated with Ares, were lenders. Under the 2007 Senior Credit Facility, these affiliated funds made term loans to Centers in the amount of \$65.0 million and \$62.1 million, as of the consummation of the Merger and December 31, 2010, respectively. In addition, as of December 31, 2010, an aggregate of \$2.9 million in principal and \$11.0 million in interest had been paid to affiliates of Ares in respect of amounts borrowed under the 2007 Senior Credit Facility. Borrowings under the 2007 Senior Credit Facility had accrued interest at a weighted average rate of 4.6% per year. In connection with the Refinancing and as of March 4, 2011, the remaining principal amount of \$62.1 million and an additional amount of \$0.5 million in interest was paid to affiliates of Ares.

*2011 Senior Credit Facility.* Various funds affiliated with Ares are lenders under the 2011 Senior Credit Facility. These affiliated funds have made term loans to Centers in the amount of \$120.0 million. In connection with the Company's repayment of \$300.0 million of outstanding borrowings under the Term Loan Facility with proceeds from the IPO, funds affiliated with Ares received approximately \$30.0 million, representing their pro rata positions in the Term Loan Facility. Interest represented \$0.1 million of the \$30.0 million paid to Ares.

*Lease Agreements.* At March 31, 2011, the Company was party to 18 lease agreements, as lessee, with Cadillac Fairview Corporation, a direct wholly owned subsidiary of OTPP, as lessor, with respect to properties located in Canada. For each of the three months ended March 31, 2011 and 2010, the Company paid \$0.7 million under the lease agreements. Each lease was negotiated in the ordinary course of business on an arm's length basis.

## **NOTE 13. SUBSEQUENT EVENTS**

Subsequent events have been evaluated through the date of issuance of the condensed consolidated financial statements herein. On April 6, 2011, the Company completed the IPO pursuant to which 25.875 million shares of Class A common stock were sold at an initial public offering price of \$16.00 per share. Holdings issued and sold 16 million shares, and certain of Holdings' shareholders sold 9.875 million shares, which included 3.375 million shares sold pursuant to the underwriters' option to purchase additional shares. The Company used the net proceeds from the IPO, together with cash on hand (including additional funds from the Refinancing), to redeem all outstanding Series A

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## Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations

The following Management's Discussion and Analysis of Financial Condition and Results of Operations should be read in conjunction with Item 1, "Financial Statements" in Part I of this quarterly report on Form 10-Q.

### Forward-Looking Statements

The discussion in this section includes forward-looking statements within the meaning of federal securities laws. Forward-looking statements include statements that may relate to our plans, objectives, goals, strategies, future events, future revenues or performance, capital expenditures, financing needs, and other information that is not historical information. Forward-looking statements can often be identified by the use of terminology such as "subject to," "believe," "anticipate," "plan," "expect," "intend," "estimate," "project," "may," "will," "should," "would," "could," "can," the negatives thereof, variations thereon and similar expressions, or by discussions of strategy.

All forward-looking statements, including, without limitation, our examination of historical operating trends, are based upon our current expectations and various assumptions. We believe there is a reasonable basis for our expectations and beliefs, but they are inherently uncertain. We may not realize our expectations, and our beliefs may not prove correct. Actual results could differ materially from those described or implied by such forward-looking statements. The following uncertainties and factors, among others (including those set forth under Item 1A, "Risk Factors" of Part II of this quarterly report on Form 10-Q), could affect future performance and cause actual results to differ materially from those matters expressed in or implied by forward-looking statements:

- significant competition in our industry;
- unfavorable publicity or consumer perception of our products;
- increases in the cost of borrowings and limitations on availability of additional debt or equity capital;
- our debt levels and restrictions in our debt agreements;
- the incurrence of material product liability and product recall costs;
- loss or retirement of key members of management;
- costs of compliance and our failure to comply with new and existing governmental regulations, including but not limited to, tax regulations;
- costs of litigation and the failure to successfully defend lawsuits and other claims against us;
- the failure of our franchisees to conduct their operations profitably and limitations on our ability to terminate or replace underperforming franchisees;
- economic, political and other risks associated with our international operations;
- our failure to keep pace with the demands of our customers for new products and services;
- disruptions in our manufacturing system or losses of manufacturing certifications;
- disruptions in our distribution network;
- the lack of long-term experience with human consumption of ingredients in some of our products;
- increases in the frequency and severity of insurance claims, particularly claims for which we are self-insured;
- the failure to adequately protect or enforce our intellectual property rights against competitors;
- changes in raw material costs and pricing of our products;
- failure to successfully execute our growth strategy, including any delays in our planned future growth, testing and development of our new store formats, any inability to expand our franchise operations or attract new franchisees, or any inability to expand our company-owned retail operations;
- changes in applicable laws relating to our franchise operations;
- damage or interruption to our information systems;
- the impact of current economic conditions on our business;
- natural disasters, unusually adverse weather conditions, pandemic outbreaks, boycotts and geo-political events; and
- our failure to maintain effective internal controls.

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We caution that these forward-looking statements, and those described elsewhere in this report, involve material risks and uncertainties and are subject to change based on factors beyond our control as discussed in Item 1A, "Risk Factors" of Part II of this quarterly report on Form 10-Q. Consequently, forward-looking statements should be regarded solely as our current plans, estimates, and beliefs. You should not place undue reliance on forward-looking statements. We cannot guarantee future results, events, levels of activity, performance, or achievements. We do not undertake and specifically decline any obligation to update, republish, or revise forward-looking statements to reflect future events or circumstances or to reflect the occurrences of unanticipated events.

### Business Overview

GNC Holdings, Inc., headquartered in Pittsburgh, Pa., is a leading global specialty retailer of health and wellness products, including vitamins, minerals, and herbal supplement products, sports nutrition products and diet products, and trades on the New York Stock Exchange under the symbol "GNC".

As of March 31, 2011, GNC has more than 7,300 locations, of which more than 5,600 retail locations are in the United States (including 895 franchise and 2,029 Rite Aid franchise store-within-a-store locations) and franchise operations in 48 countries (including distribution centers where retail sales are made). The Company — which is dedicated to helping consumers Live Well — is a diversified, multi-channel business model that derives revenue from product sales through company-owned retail stores, domestic and international franchise activities, third party contract manufacturing, e-commerce, and corporate partnerships. Our broad and deep product mix, which is focused on high-

margin, premium, value-added nutritional products, is sold under GNC proprietary brands, including Mega Men, Ultra Mega, GNC Wellbeing, Pro Performance, and Longevity Factors, and under nationally recognized third party brands.

### **Revenues and Operating Performance from our Segments**

We measure our operating performance primarily through revenues and operating income from our three segments, Retail, Franchise, and Manufacturing/Wholesale, and through the management of unallocated costs from our warehousing, distribution and corporate segments, as follows:

- *Retail:* Retail revenues are generated by sales to consumers at our company-owned stores and online through GNC.com. Although we believe that our retail and franchise businesses are not seasonal in nature, historically we have experienced, and expect to continue to experience, a variation in our net sales and operating results from quarter to quarter, with the first half of the year being stronger than the second half of the year. Our industry is expected to grow at an annual average rate of approximately 5.3% through 2015. As a leader in our industry, we expect our organic retail revenue growth to be consistent with projected industry growth as a result of our disproportionate market share, scale economies in purchasing and advertising, strong brand awareness and vertical integration.
- *Franchise:* Franchise revenues are generated primarily from:
  - (1) product sales to our franchisees;
  - (2) royalties on franchise retail sales; and
  - (3) franchise fees, which are charged for initial franchise awards, renewals, and transfers of franchises.

As described above, our industry is expected to grow at an annual average rate of approximately 5.3% through 2015. Although we do not anticipate the number of our domestic franchise stores to grow substantially, we expect to achieve domestic franchise store revenue growth consistent with projected industry growth, which will be generated by royalties on franchise retail sales and product sales to our existing franchisees. As a result of our efforts to expand our international presence and provisions in our international franchising agreements requiring franchisees to open additional stores, we have increased our international store base in recent periods and expect to continue to increase the number of our international franchise stores over the next five years. We believe this will result in additional franchise fees associated with new store openings and increased revenues from product sales to, and royalties from, new franchisees. As our existing international franchisees continue to open additional stores, we also anticipate that franchise revenue from international operations will be driven by increased product sales to, and royalties from, our franchisees. Since our international franchisees pay royalties to us in U.S. dollars, any strengthening of the U.S. dollar relative to our franchisees' local currency may offset some of the growth in royalty revenue.

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- *Manufacturing/Wholesale:* Manufacturing/Wholesale revenues are generated through sales of manufactured products to third parties, generally for third-party private label brands; the sale of our proprietary and third-party products to and through Rite Aid and www.drugstore.com; and the sale of our proprietary products to and through PetSmart and Sam's Club. License fee revenue from the opening of a franchise store-within-a-store locations within Rite Aid stores is also recorded in this segment. Our revenues generated by our manufacturing and wholesale operations are subject to our available manufacturing capacity.

A significant portion of our business infrastructure is comprised of fixed operating costs. Our vertically-integrated distribution network and manufacturing capacity can support higher sales volume without significant incremental costs. We therefore expect our operating expenses to grow at a lesser rate than our revenues, resulting in positive operating leverage.

The following trends and uncertainties in our industry could affect our operating performance as follows:

- broader consumer awareness of health and wellness issues and rising healthcare costs may increase the use of the products we offer and positively affect our operating performance;
- interest in, and demand for, condition-specific products based on scientific research may positively affect our operating performance if we can timely develop and offer such condition-specific products;
- the effects of favorable and unfavorable publicity on consumer demand with respect to the products we offer may have similarly favorable or unfavorable effects on our operating performance;
- a lack of long-term experience with human consumption of ingredients in some of our products could create uncertainties with respect to the health risks, if any, related to the consumption of such ingredients and negatively affect our operating performance;
- increased costs associated with complying with new and existing governmental regulation may negatively affect our operating performance; and
- a decline in disposable income available to consumers may lead to a reduction in consumer spending and negatively affect our operating performance.

### **Executive Overview**

In March 2011, Centers entered into the 2011 Senior Credit Facility, consisting of a \$1.2 billion Term Loan Facility and an \$80.0 million Revolving Credit Facility, and utilized the proceeds to repay all outstanding indebtedness under the 2007 Senior Credit Facility, the Senior Notes, and the Senior Subordinated Notes.

In April 2011, the Company consummated an initial public offering of 16.0 million shares of our Class A common stock, at an initial public offering price of \$16.00 per share. The net proceeds from this offering, together with cash on hand, were used to redeem all outstanding Series A preferred stock, repay approximately \$300.0 million of outstanding borrowings under Centers' Term Loan Facility, and pay approximately \$11.1 million to satisfy obligations under the ACOF Management Services Agreement and the Class B common stock.

For the first quarter of 2011, we generated 8.8% total revenue growth and achieved the 23rd consecutive quarter of positive domestic retail same store sales growth, at 7.5%. Adjusting for expenses associated with the Refinancing and the IPO, operating income increased by

22.5% for the first quarter of 2011 compared to the same period in 2010. Also excluding these items and giving effect to the additional shares issued in the IPO, earnings per share would have been \$0.33.

Our 9.4% retail segment revenue growth for the first quarter of 2011 was driven by continued strength in the core product categories of sports and vitamins, and in proprietary product sales. We believe our strong growth in the sports nutrition category reflects favorable macro fitness trends, our unique customer base, and contribution from by our Pro Performance proprietary brand. Similarly, vitamin sales have been driven primarily by increases in premium offerings including more than 20 different Vitapaks addressing a wide range of conditions and lifestyles, triple strength fish oil, and the Longevity Factors™ product line.

From a brand marketing standpoint, the company is focused on communicating its core “Live Well” theme in both magazine and print. In the first quarter of 2011, we expanded the marketing campaign to include outdoor advertising in six major cities. The campaign’s branding images reflect our GNC core customer - youthful, athletic, aspirational, and goal oriented.

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There is also continued growth across our multiple channels of distribution. The GNC.com revenue increased by 34.1% in the first quarter of 2011, as we are just beginning to capitalize on social media opportunities, such as the launch of the GNC application on Apple iTunes. We also continue to upgrade site content and navigation, further improving our conversion rate. Internationally, the GNC brand continues to gain momentum across 48 franchise countries. With an additional 33 net new stores added in the first quarter of 2011, we believe this high margin business within the franchise segment will continue to drive growth.

In the manufacturing/wholesale segment in the first quarter of 2011, we grew 3<sup>rd</sup> party manufacturing contract sales and had contribution from our new PetSmart wholesale arrangement. Also during the first quarter of 2011 we commenced a wholesale arrangement with Sam’s Club and will offer select private label products at approximately 400 Sam’s Club locations. The offering supports Sam’s Club’s increased focus on health and wellness oriented consumers and increases visibility of branded product lines.

**Related Parties**

For the three months ended March 31, 2011 and 2010, we had related party transactions with Ares and OTPP and their affiliates. For further discussion of these transactions, see Note 12, “Related Party Transactions” included elsewhere in this report.

**Results of Operations**

The following information presented for the three months ended March 31, 2011 and 2010 was prepared by management and is unaudited. In the opinion of management, all adjustments necessary for a fair statement of our financial position and operating results for such periods and as of such dates have been included.

As discussed in Note 9, “Segments”, to our consolidated financial statements, we evaluate segment operating results based on several indicators. The primary key performance indicators are revenues and operating income or loss for each segment. Revenues and operating income or loss, as evaluated by management, exclude certain items that are managed at the consolidated level, such as warehousing and transportation costs, impairments, and other corporate costs. The following discussion compares the revenues and the operating income or loss by segment, as well as those items excluded from the segment totals.

Same store sales growth reflects the percentage change in same store sales in the period presented compared to the prior year period. Same store sales are calculated on a daily basis for each store and exclude the net sales of a store for any period if the store was not open during the same period of the prior year. We also include internet sales, as generated through GNC.com and www.drugstore.com, in our domestic retail company-owned same store sales calculation. When a store’s square footage has been changed as a result of reconfiguration or relocation in the same mall or shopping center, the store continues to be treated as a same store. If, during the period presented, a store was closed, relocated to a different mall or shopping center, or converted to a franchise store or a company-owned store, sales from that store up to and including the closing day or the day immediately preceding the relocation or conversion are included as same store sales as long as the store was open during the same period of the prior year. We exclude from the calculation sales during the period presented that occurred on or after the date of relocation to a different mall or shopping center or the date of a conversion.

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**Results of Operations**

(Dollars in millions and percentages expressed as a percentage of total net revenues)

|  | Three Months Ended |               |                |               |
|--|--------------------|---------------|----------------|---------------|
|  | March 31, 2011     |               | March 31, 2010 |               |
|  | (unaudited)        |               |                |               |
| <b>Revenues:</b>   |                    |               |                |               |
| Retail   | \$ 383.7           | 75.8%         | \$ 350.8       | 75.5%         |
| Franchise  | 77.4               | 15.3%         | 72.6           | 15.6%         |
| Manufacturing / Wholesale  | 44.9               | 8.9%          | 41.6           | 8.9%          |
| <b>Total net revenues</b>  | <b>506.0</b>       | <b>100.0%</b> | <b>465.0</b>   | <b>100.0%</b> |
| <b>Operating expenses:</b>   |                    |               |                |               |
| Cost of sales, including warehousing, distribution and occupancy costs | 322.2              | 63.7%         | 299.1          | 64.3%         |
| Compensation and related benefits                                      | 71.3               | 14.1%         | 67.8           | 14.6%         |
| Advertising and promotion  | 14.2               | 2.8%          | 15.5           | 3.3%          |
| Other selling, general and administrative expenses                     | 26.5               | 5.3%          | 23.3           | 5.0%          |
| Transaction related costs.   | 12.4               | 2.4%          | -              | 0.0%          |
| Amortization expense   | 1.9                | 0.4%          | 2.2            | 0.5%          |

|   |               |              |                |              |
|---|---------------|--------------|----------------|--------------|
| Foreign currency (gain) loss                        | (0.2)         | 0.0%         | (0.1)          | 0.0%         |
| <b>Total operating expenses</b>                     | <b>448.3</b>  | <b>88.6%</b> | <b>407.8</b>   | <b>87.7%</b> |
| <b>Operating income:</b>                            |               |              |                |              |
| Retail  | 63.6          | 12.6%        | 50.2           | 10.8%        |
| Franchise   | 25.4          | 5.0%         | 22.0           | 4.7%         |
| Manufacturing / Wholesale                           | 16.6          | 3.3%         | 16.9           | 3.6%         |
| Unallocated corporate and other costs:              |               |              |                |              |
| Warehousing and distribution costs                  | (15.2)        | -3.0%        | (13.9)         | -3.0%        |
| Corporate costs                                     | (20.3)        | -4.0%        | (18.0)         | -3.9%        |
| Transaction related costs                           | (12.4)        | -2.4%        | -              | 0.0%         |
| Subtotal unallocated corporate and other costs, net | (47.9)        | -9.4%        | (31.9)         | -6.9%        |
| <b>Total operating income</b>                       | <b>57.7</b>   | <b>11.4%</b> | <b>57.2</b>    | <b>12.3%</b> |
| Interest expense, net                               | 38.4          |              | 16.6           |              |
| <b>Income before income taxes</b>                   | <b>19.3</b>   |              | <b>40.6</b>    |              |
| Income tax expense                                  | 9.4           |              | 14.9           |              |
| <b>Net income</b>                                   | <b>\$ 9.9</b> |              | <b>\$ 25.7</b> |              |

**Note:** The numbers in the above table have been rounded to millions. All calculations related to the Results of Operations for the year-over-year comparisons were derived from unrounded data and could occasionally differ immaterially if you were to use the table above for these calculations.

## Comparison of the Three Months Ended March 31, 2011 and 2010

### Revenues

Our consolidated net revenues increased \$41.0 million, or 8.8%, to \$506.0 million for the three months ended March 31, 2011 compared to \$465.0 million for the same period in 2010. The increase was the result of increased sales in each of our segments.

*Retail.* Revenues in our Retail segment increased \$32.9 million, or 9.4%, to \$383.7 million for the three months ended March 31, 2011 compared to \$350.8 million for the same period in 2010. Domestic retail revenue increased \$32.9 million representing a \$24.5 million or 7.5% increase in our same store sales and an \$8.4 million increase from our non-same store sales. The increase was primarily due to sales increases in the sports nutrition and vitamin product categories, and also included an increase in sales from GNC.com of \$5.1 million, or 34.1%, to \$20.1 million from \$15.0 million. Canadian sales in US dollars were flat for the first quarter of 2011 compared to the first quarter of 2010. Canada same store sales decreased and non-same store sales were flat in local currency, which was offset by the effect of the weakening of the U.S. dollar from 2010 to 2011. Our company-owned store base increased by 96 domestic stores to 2,771 compared to 2,675 at March 31, 2010, primarily due to new store openings and franchise store acquisitions. Our Canadian store base decreased by one store to 169 at March 31, 2011 compared to 170 at March 31, 2010.

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*Franchise.* Revenues in our Franchise segment increased \$4.8 million, or 6.6%, to \$77.4 million for the three months ended March 31, 2011 compared to \$72.6 million for the same period in 2010. Domestic franchise revenue increased by \$1.3 million to \$49.0 million for the three months ended March 31, 2011 from \$47.7 million compared to the same period in 2010, primarily due to higher wholesale revenues, royalties, and fees. Our domestic franchisees' same store retail sales improved for the first quarter by 3.1% compared to the same period in 2010. There were 895 stores at March 31, 2011 compared to 901 stores at March 31, 2010. International franchise revenue increased by \$3.5 million, to \$28.4 million for the three months ended March 31, 2011 from \$24.9 million primarily the result of increases in product sales, royalties, and fees. Our international franchise store base increased by 132 stores to 1,470 at March 31, 2011 compared to 1,338 at March 31, 2010.

*Manufacturing/Wholesale.* Revenues in our Manufacturing/Wholesale segment, which includes third-party sales from our manufacturing facilities in South Carolina, as well as wholesale sales to Rite Aid, PetSmart, Sam's Club, and www.drugstore.com, increased \$3.3 million, or 8.0%, to \$44.9 million for the three months ended March 31, 2011 compared to \$41.6 million for the same period in 2010. Third party contract manufacturing sales from the South Carolina manufacturing plant increased by \$1.7 million or 6.5%.

### Cost of Sales

Consolidated cost of sales, which includes product costs, costs of warehousing and distribution and occupancy costs, increased \$23.1 million, or 7.7%, to \$322.2 million for the three months ended March 31, 2011 compared to \$299.1 million for the same period in 2010. Consolidated cost of sales, as a percentage of net revenue, was 63.7% and 64.3% for the three months ended March 31, 2011 and 2010, respectively. The increase in cost of sales was primarily due to higher sales volumes and store counts.

### Selling, General and Administrative ("SG&A") Expenses

Our consolidated SG&A expenses, including compensation and related benefits, advertising and promotion expense, other SG&A expenses, and amortization expense, increased \$17.5 million, or 16.1%, to \$126.3 million, for the three months ended March 31, 2011 compared to \$108.8 million for the same period in 2010. These expenses, as a percentage of net revenue, were 25.0% for the three months ended March 31, 2011 compared to 23.4% for the three months ended March 31, 2011.

*Compensation and related benefits.* Compensation and related benefits increased \$3.5 million, or 5.1%, to \$71.3 million for the three months ended March 31, 2011 compared to \$67.8 million for the same period in 2010. Increases occurred in base wages of \$2.0 million to support our increased store base and sales volume, incentives of \$1.1 million, and other compensation and benefits expense of \$0.4 million.

*Advertising and promotion.* Advertising and promotion expenses decreased \$1.3 million, or 8.1%, to \$14.2 million for the three months ended March 31, 2011 compared to \$15.5 million during the same period in 2010. The decrease in advertising and promotion was primarily the result of lower media advertising expenditures.

*Other SG&A.* Other SG&A expenses, including amortization expense, increased \$2.9 million, or 11.7%, to \$28.4 million for the three months ended March 31, 2011 compared to \$25.5 million for the same period in 2010. This increase was due to increases in banking fees of

\$0.7 million and third party sales commissions of \$0.7 million with the balance attributed to increases in telecommunication and legal expenses.

*Transaction related costs.* In addition to the above, we incurred \$12.4 million of non-recurring expenses principally related to the IPO. These consisted of a payment of \$11.1 million for termination of sponsor related obligations, and other costs of \$1.3 million.

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**Foreign Currency (Gain) Loss**

Foreign currency (gain) loss for the three months ended March 31, 2011 and 2010 resulted primarily from accounts payable activity with our Canadian subsidiary.

**Operating Income**

As a result of the foregoing, consolidated operating income increased \$0.5 million, or 0.9%, to \$57.7 million for the three months ended March 31, 2011 compared to \$57.2 million for the same period in 2010. Operating income, as a percentage of net revenue, was 11.4% and 12.3% for the three months ended March 31, 2011 and 2010, respectively. Operating income, excluding transaction related costs, would have been \$70.1 million, or 13.8% of revenue, for the period ended March 31, 2011.

*Retail.* Operating income increased \$13.4 million, or 26.7%, to \$63.6 million for the three months ended March 31, 2011 compared to \$50.2 million for the same period in 2010. The increase was due to higher dollar margins on increased sales and a reduction in advertising expense, partially offset primarily by increases in wages and other selling expenses.

*Franchise.* Operating income increased \$3.4 million, or 15.4%, to \$25.4 million for the three months ended March 31, 2011 compared to \$22.0 million for the same period in 2010. The increase was due to increased wholesale product sales and royalty income.

*Manufacturing/Wholesale.* Operating income decreased \$0.3 million, or 1.9%, to \$16.6 million for the three months ended March 31, 2011 compared to \$16.9 million for the same period in 2010. This was primarily due to declines in Rite Aid wholesale revenue and license fee revenue from the opening of a franchise store-within-a-store locations within Rite Aid stores. We opened 28 fewer store-within-a-store locations in the first quarter of 2011 than for the same period in 2010.

*Warehousing and distribution costs.* Unallocated warehousing and distribution costs increased \$1.3 million, or 9.0%, to \$15.2 million for the three months ended March 31, 2011 compared to \$13.9 million for the same period in 2010. This increase was primarily due to higher fuel costs and additional wages to support higher sales volumes.

*Corporate costs.* Corporate overhead costs increased \$2.3 million, or 13.0%, to \$20.3 million for the three months ended March 31, 2011 compared to \$18.0 million for the same period in 2010. This increase was due to increases in compensation expense and other general administrative expenses.

*Transaction related costs.* Transaction related costs were \$12.4 million for the three months ended March 31, 2011. These primarily consisted of a payment of \$11.1 million for termination of sponsor related obligations and other costs of \$1.3 million.

**Interest Expense**

Interest expense increased \$21.8 million, or 131.0%, to \$38.4 million for the three months ended March 31, 2011 compared to \$16.6 million for the same period in 2010. This increase included \$23.2 million of expenses related to the Refinancing: \$5.8 million in interest rate swap termination costs, \$13.4 million of deferred financing fees related to former indebtedness, \$1.6 million in original issue discount related to the Senior Toggle Notes, and \$2.4 million to defease the former Senior Notes and Senior Toggle Notes.

**Income Tax Expense**

We recognized \$9.4 million of income tax expense (or 48.6% of pre-tax income) for the three months ended March 31, 2011 compared to \$14.9 million (or 36.8% of pre-tax income) for the same period of 2010. The 2011 income tax expense includes \$2.3 million, or 11.7% of pretax income, related to non deductible costs incurred related to the IPO during the period.

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**Net Income**

As a result of the foregoing, consolidated net income decreased \$15.8 million to \$9.9 million for the three months ended March 31, 2011 compared to \$25.7 million for the same period in 2010. Net income for the three months ended March 31, 2011 includes \$25.0 million of transaction related costs, net of tax effect, related to the Refinancing and IPO. For the three months ended March 31, 2011, net income excluding transaction related costs related to the Refinancing and IPO, net of tax effect, would have been \$34.9 million.

**Liquidity and Capital Resources**

In March 2011, Centers entered into the 2011 Senior Credit Facility, consisting of a \$1.2 billion Term Loan Facility and an \$80.0 million Revolving Credit Facility, and utilized the proceeds to repay all outstanding indebtedness under the 2007 Senior Credit Facility, the Senior Notes, and the Senior Subordinated Notes.

At March 31, 2011, we had \$373.9 million in cash and cash equivalents and \$657.2 million in working capital, compared with \$193.9 million in cash and cash equivalents and \$484.5 million in working capital at December 31, 2010. The \$172.7 million increase in our working capital was primarily driven by increases in our cash as a result of the Refinancing and inventory. This was partially offset by an increase in our accounts payable.

We expect to fund our operations through internally generated cash and, if necessary, from borrowings under the Revolving Credit Facility. At March 31, 2011, we had \$71.8 million available under the Revolving Credit Facility, after giving effect to \$8.2 million utilized to secure letters of credit.

On April 6, 2011, we completed the IPO pursuant to which 25.875 million shares of Class A common stock were issued at a price of \$16.00 per share. Holdings issued and sold 16 million shares and certain of Holdings' shareholders sold 9.875 million shares in the IPO. We used the net proceeds from the IPO, together with cash on hand (including additional funds from the Refinancing), to redeem all of our outstanding Series A preferred stock, repay \$300 million of outstanding borrowings under the Term Loan Facility and pay sponsor-related obligations of approximately \$11.1 million. Assuming the IPO had been completed on March 31, 2011, our cash balance on this date would have been approximately \$76.9 million.

We expect our primary uses of cash in the near future will be debt service requirements, capital expenditures and working capital requirements.

We currently anticipate that cash generated from operations, together with amounts available under the Revolving Credit Facility, will be sufficient for the term of the facility, which matures in March 2016, to meet our operating expenses, capital expenditures and debt service obligations as they become due. However, our ability to make scheduled payments of principal on, to pay interest on, or to refinance our debt and to satisfy our other debt obligations will depend on our future operating performance, which will be affected by general economic, financial and other factors beyond our control. We are currently in compliance with our debt covenant reporting and compliance obligations under the 2011 Senior Credit Facility.

The following table summarizes our cash flows for the three months ended March 31, 2011 and 2010:

| (Dollars in millions)                           | Three months<br>ended March 31,<br>2011 | Three months<br>ended March 31,<br>2010 |
|---|---|---|
| Cash provided by operating activities           | \$ 64.6                                 | \$ 72.1                                 |
| Cash used in investing activities               | (8.4)                                   | (7.5)                                   |
| Cash provided by (used in) financing activities | 124.1                                   | (0.5)                                   |

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**Cash Provided by Operating Activities**

Cash provided by operating activities was \$64.6 million for the three months ended March 31, 2011 compared to \$72.1 million for the three months ended March 31, 2010. The decrease was due primarily to an increase in cash interest payments of approximately \$8.9 million principally due to termination costs related to the Refinancing.

**Cash Used in Investing Activities**

We used cash for investing activities of \$8.4 million and \$7.5 million for the three months ended March 31, 2011 and 2010, respectively. Capital expenditures, which were primarily for new stores, and improvements to our retail stores and our South Carolina manufacturing facility, were \$7.8 million and \$7.3 million for the three months ended March 31, 2011 and 2010, respectively.

Our capital expenditures typically consist of certain periodic updates in our company-owned stores and ongoing upgrades and improvements to our manufacturing facilities and are expected to be approximately \$45 million for 2011.

**Cash Used in Financing Activities**

For the three months ended March 31, 2011 we generated cash of \$124.1 million, primarily due to the Refinancing. We borrowed \$1,196.2 million under the 2011 Senior Credit Facility, and utilized a portion of the funds to repay \$644.4 million under the 2007 Senior Credit Facility, \$300.0 million for the redemption of the Senior Notes, and \$110.0 million for the redemption of the Senior Subordinated Notes. Additionally, we paid \$17.4 million for fees associated with the Refinancing. For the three months ended March 31, 2010 we used cash of \$0.5 million, primarily for a payment of \$0.6 million on long-term debt.

The following is a summary of our debt:

**2011 Senior Credit Facility.** On March 4, 2011, Centers entered into the 2011 Senior Credit Facility, consisting of the Term Loan Facility and the Revolving Credit Facility. The Term Loan Facility will mature in March 2018. The Revolving Credit Facility will mature in March 2016. Interest on the 2011 Senior Credit Facility accrues at a variable rate and was 4.25% at March 31, 2011. Interest is accrued at a rate, at our option, per annum equal to (A) the sum of (i) the greatest of (a) the prime rate (as publicly announced by JPMorgan Chase Bank, N.A. as its prime rate in effect), (b) the federal funds effective rate plus 0.50% and, (c) one month adjusted LIBOR (or if greater, 1.25%) plus 1.0% plus (ii) 2.0% or (B) the sum of (i) adjusted LIBOR (or if greater, 1.25%) plus (ii) 3.0%. Effective on and after the first date on which quarterly financial statements are delivered to the lenders under and pursuant to the 2011 Senior Credit Facility after September 30, 2011, borrowings under the Revolving Credit Facility bear interest, at our option, at a rate per annum equal to (A) the sum of (i) the greatest of (a) the prime rate (as publicly announced by JPMorgan Chase Bank, N.A. as its prime rate in effect), (b) the federal funds effective rate plus 0.50% and, (c) one month adjusted LIBOR (or if greater, 1.25%) plus 1.0% plus (ii) 2.0% (or, if our consolidated net senior secured leverage ratio is not greater than 3.25 to 1.00 and no event of default then exists, 1.75%) or (B) the sum of (i) adjusted LIBOR (or if greater, 1.25%) plus (ii) 3.0% (or, if our consolidated net senior secured leverage ratio is not greater than 3.25 to 1.00 and no event of default then exists, 2.75%). Additionally, we are required to pay a commitment fee to the lenders under the Revolving Credit Facility in respect of unutilized revolving loan commitments at a rate of 0.5% per annum. As of March 31, 2011 \$8.2 million of the Revolving Credit Facility was pledged to secure letters of credit.

The 2011 Senior Credit Facility contains customary covenants, including incurrence covenants and certain other limitations on the ability of GNC Corporation, Centers, and Centers' subsidiaries to incur additional debt, guarantee other obligations, grant liens on assets, make investments or acquisitions, dispose of assets, make optional payments or modifications of other debt instruments, pay dividends or other payments on capital stock, engage in mergers or consolidations, enter into sales and leaseback transactions, enter into arrangements that restrict our and our subsidiaries' ability to pay dividends or grant liens, engage in transactions with affiliations, and change the passive holding company status of GNC Corporation. The Revolving Credit Facility also requires that, to the extent borrowings outstanding thereunder exceed \$25 million, we meet a senior secured debt ratio of consolidated senior secured debt to consolidated EBITDA (as defined in the Revolving Credit Facility). Such ratio test is 4.75 to 1.00 for the period from June 30, 2011 through and including March 31, 2013, and 4.25 to 1.00 thereafter.

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As of March 31, 2011, the Company believes that it is in compliance with all covenants under the 2011 Senior Credit Facility.

**2007 Senior Credit Facility.** The 2007 Senior Credit Facility consisted of a \$675.0 million term loan facility and a \$60.0 million Revolving Credit Facility. The term loan facility was scheduled to mature in September 2013. The Revolving Credit Facility was scheduled to mature in March 2012. Interest on the 2007 Senior Credit Facility accrued at a variable rate and was 4.0% at December 31, 2010. As of December 31, 2010, \$7.9 million of the Revolving Credit Facility was pledged to secure letters of credit. At March 31, 2011, the 2007 Senior Credit Facility had been fully repaid.

**Senior Notes.** We had outstanding \$300.0 million of the Senior Notes at 99% of par value. Interest on the Senior Notes was payable semi-annually in arrears on March 15 and September 15 of each year. Interest on the Senior Notes accrued at a variable rate and was 5.8% at December 31, 2010. We had elected to make interest payments in cash. At March 31, 2011, these notes had been redeemed.

**Senior Subordinated Notes.** We had outstanding \$110.0 million of the Senior Subordinated Notes due 2015. Interest on the Senior Subordinated Notes accrued at the rate of 10.75% per year and was payable semi-annually in arrears on March 15 and September 15 of each year. At March 31, 2011, these notes had been redeemed.

## Contractual Obligations

The following table summarizes our future minimum non-cancelable contractual obligations at March 31, 2011 assuming the completion of the IPO and application of a portion of the net proceeds there from to repay approximately \$300.0 million of the Term Loan Facility.

| (in millions)                              | Payments due by period |                     |                 |                 |                   |
|--|------------------------|---------------------|-----------------|-----------------|-------------------|
|  | Total                  | Less than<br>1 year | 1-3 years       | 4-5 years       | After 5 years     |
| Long-term debt obligations <sup>(1)</sup>  | \$ 905.4               | \$ 1.6              | \$ 3.6          | \$ 0.2          | \$ 900.0          |
| Scheduled interest payments <sup>(2)</sup> | 275.4                  | 39.9                | 79.1            | 39.4            | 117.0             |
| Operating lease obligations <sup>(3)</sup> | 440.7                  | 112.9               | 157.2           | 92.2            | 78.4              |
| Purchase commitments <sup>(4)(5)</sup>     | 10.5                   | 8.2                 | 1.3             | 1.0             | -                 |
|  | <u>\$ 1,632.0</u>      | <u>\$ 162.6</u>     | <u>\$ 241.2</u> | <u>\$ 132.8</u> | <u>\$ 1,095.4</u> |

(1) These balances consist of the following debt obligations: (a) \$0.9 billion for the 2011 Senior Credit Facility, based on a variable interest rate; and (b) \$5.4 million for our mortgage with a fixed interest rate. Repayment of the 2011 Senior Credit Facility represents the balance remaining after a \$300.0 million payment in April 2011 and does not take into account any unscheduled payments that may occur due to our future cash positions.

(2) The interest that will accrue on the long-term obligations includes variable rate payments, which are estimated using the associated LIBOR index as of March 31, 2011. Interest under the 2011 Senior Credit Facility currently accrues based on one month LIBOR.

(3) These balances consist of the following operating leases: (a) \$420.5 million for company-owned retail stores; (b) \$66.9 million for franchise retail stores, which is offset by \$66.9 million of sublease income from franchisees; and (c) \$20.2 million relating to various leases for tractors/trailers, warehouses, automobiles, and various equipment at our facilities. Operating lease obligations exclude insurance, taxes, maintenance, percentage rent and other costs. These amounts are subject to fluctuation from year to year. For the year ended December 31, 2010, and for the three months ended March 31, 2011, these amounts collectively represented approximately 36% of the aggregate costs associated with our company-owned retail store operating leases.

(4) This balance consists of \$10.5 million of advertising.

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(5) We are unable to make a reasonably reliable estimate as to when cash settlement with taxing authorities may occur for our unrecognized tax benefits. Also, included in our consolidated balance sheet are rent escalation liabilities, and we are unable to estimate the timing of these payments. Therefore, these long term liabilities are not included in the table above.

In addition to the obligations set forth in the table above, we have entered into employment agreements with certain executives that provide for compensation and certain other benefits. Under certain circumstances, including a change of control, some of these agreements provide for severance or other payments.

## Off Balance Sheet Arrangements

As of March 31, 2011, we had no relationships with unconsolidated entities or financial partnerships, such as entities often referred to as structured finance or special purpose entities, which would have been established for the purpose of facilitating off balance sheet arrangements or other contractually narrow or limited purposes. We are, therefore, not materially exposed to any financing, liquidity, market or credit risk that could arise if we had engaged in such relationships.

### **Critical Accounting Estimates**

Our significant accounting policies are described in the notes to our consolidated financial statements under the heading "Basis of Presentation and Summary of Significant Accounting Policies" included elsewhere in this report. There have been no material changes to the application of critical accounting policies and significant judgments and estimates since those disclosed in the Prospectus.

### **Recently Issued Accounting Pronouncements**

As of March 31, 2011, there were no recently issued accounting standards that are expected to have a material effect on the Company's consolidated financial statements.

### **Item 3. Quantitative and Qualitative Disclosures about Market Risk.**

Market risk represents the risk of changes in the value of market risk sensitive instruments caused by fluctuations in interest rates, foreign exchange rates and commodity prices. Changes in these factors could cause fluctuations in the results of our operations and cash flows. In the ordinary course of business, we are primarily exposed to foreign currency and interest rate risks. We do not use derivative financial instruments in connection with these commodity market risks.

#### ***Interest Rate Market Risk***

Based on the Company's variable rate debt balance as of March 31, 2011, a 1% change in interest rates would have no impact on interest expense due to an interest rate floor that exists on the 2011 Senior Credit Facility.

#### ***Foreign Currency Exchange Rate Market Risk***

We are subject to the risk of foreign currency exchange rate changes in the conversion from local currencies to the U.S. dollar of the reported financial position and operating results of our non-U.S. based subsidiaries. We are also subject to foreign currency exchange rate changes for purchases of goods and services that are denominated in currencies other than the U.S. dollar. The primary currency to which we are exposed to fluctuations is the Canadian Dollar. The fair value of our net foreign investments and our foreign denominated payables would not be materially affected by a 10% adverse change in foreign currency exchange rates for the periods presented.

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### **Item 4. Controls and Procedures.**

#### **Evaluation of Disclosure Controls and Procedures**

Our management, with the participation of our Chief Executive Officer ("CEO") and Chief Financial Officer ("CFO"), has evaluated the effectiveness of our disclosure controls and procedures (as such term is defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended (the "Exchange Act")) as of the end of the period covered by this report. Disclosure controls and procedures are designed to provide reasonable assurance that the information required to be disclosed in the reports that we file or submit under the Exchange Act has been appropriately recorded, processed, summarized and reported on a timely basis and are effective in ensuring that such information is accumulated and communicated to the Company's management, including our CEO and CFO, as appropriate to allow timely decisions regarding required disclosure. Based on such evaluation, our CEO and CFO have concluded that, as of March 31, 2011, our disclosure controls and procedures are effective at the reasonable assurance level.

#### **Changes in Internal Control Over Financial Reporting**

There have not been any changes in our internal controls over financial reporting that occurred during the last fiscal quarter, which have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

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## **Part II - OTHER INFORMATION**

### **Item 1. Legal Proceedings.**

We are engaged in various legal actions, claims and proceedings arising in the normal course of business, including claims related to breach of contracts, products liabilities, intellectual property matters and employment-related matters resulting from our business activities. As with most actions such as these, an estimation of any possible and/or ultimate liability cannot always be determined.

We continue to assess the requirement to account for additional contingencies in accordance with the standard on contingencies. If we are required to make a payment in connection with an adverse outcome in these matters, it could have a material impact on our financial condition and operating results.

As a manufacturer and retailer of nutritional supplements and other consumer products that are ingested by consumers or applied to their bodies, we have been and are currently subjected to various product liability claims. Although the effects of these claims to date have not been material to us, it is possible that current and future product liability claims could have a material adverse impact on our business or

financial condition. We currently maintain product liability insurance with a deductible/retention of \$3.0 million per claim with an aggregate cap on retained loss of \$10.0 million. We typically seek and have obtained contractual indemnification from most parties that supply raw materials for our products or that manufacture or market products we sell. We also typically seek to be added, and have been added, as an additional insured under most of such parties' insurance policies. We are also entitled to indemnification by Numico for certain losses arising from claims related to products containing ephedra or Kava Kava sold prior to December 5, 2003. However, any such indemnification or insurance is limited by its terms and any such indemnification, as a practical matter, is limited to the creditworthiness of the indemnifying party and its insurer, and the absence of significant defenses by the insurers. We may incur material products liability claims, which could increase our costs and adversely affect our reputation, revenues and operating income.

**Hydroxycut Claims.** On May 1, 2009, the FDA issued a warning on several Hydroxycut-branded products manufactured by Iovate. The FDA warning was based on 23 reports of liver injuries from consumers who claimed to have used the products between 2002 and 2009. As a result, Iovate voluntarily recalled 14 Hydroxycut-branded products. Following the recall, we were named, among other defendants, in approximately 60 lawsuits related to Hydroxycut-branded products in 13 states. Iovate previously accepted our tender request for defense and indemnification under its purchasing agreement with us and, as such, Iovate has accepted our request for defense and indemnification in the Hydroxycut matters. Our ability to obtain full recovery in respect of any claims against us in connection with products manufactured by Iovate under the indemnity is dependent on Iovate's insurance coverage, the creditworthiness of its insurer, and the absence of significant defenses by such insurer. To the extent we are not fully compensated by Iovate's insurer, it can seek recovery directly from Iovate. Our ability to fully recover such amounts may be limited by the creditworthiness of Iovate.

During the first quarter of 2011, we were named in seven new personal injury lawsuits related to Hydroxycut, generally inclusive of claims of consumer fraud, misrepresentation, strict liability and breach of warranty. None of the seven plaintiffs in these lawsuits asserted specific damages claims.

The following seven personal injury matters were filed during the first quarter of 2011 by individuals claiming injuries from use and consumption of Hydroxycut-branded products:

- Kelly Renner v. General Nutrition Corporation, et al., Superior Court of New Jersey, Atlantic County, L-399-11 (filed January 24, 2011);
- Orlando Jones, III, et al. v. GNC Corporation, U.S. District Court, Northern District of Alabama, 11CV350 (filed February 1, 2011);
- Lamone Griffin v. GNC, Inc., et al., Superior Court of New Jersey, Atlantic County, ATL-L-212711 (filed March 7, 2011);
- Jason Miller, et al. v. GNC Corporation, et al., Superior Court of California, County of Los Angeles, BC455783; (filed February 23, 2011);
- Shaunna Torres, et al. v. GNC Corporation, et al., Superior Court of California, County of Los Angeles, BC457615; (filed March 18, 2011);
- Teresa Paioni, et al, v. GNC Corporation, et al., Superior Court of California, County of Los Angeles, BC457616; (filed March 18, 2011); and

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- Sonny W. Roman v. GNC Corporation, et al., Court of Common Pleas Philadelphia County, 11-020477 (filed March 3, 2011).

**Item 1A. Risk Factors.**

Risk factors that affect our business and financial results are discussed in the Prospectus under "Risk Factors" and are incorporated herein by reference. There have been no material changes to the disclosures relating to this item from those set forth in the Prospectus.

**Item 2. Unregistered Sales of Equity Securities and Use of Proceeds.**

On April 6, 2011, we completed the initial public offering of an aggregate of 25.875 million shares of our Class A common stock at a price of \$16 per share. We issued and sold 16 million shares and certain of our stockholders sold 9.875 million shares. The shares were registered pursuant to the Registration Statement, which was declared effective on March 31, 2011. Goldman, Sachs & Co. and J.P. Morgan Securities LLC served as joint representatives of the several underwriters for the IPO.

Our net proceeds from the IPO were approximately \$237.6 million, after deducting underwriting discounts and commissions and offering expenses. We used the net proceeds (together with cash on hand, including amounts from the Refinancing) to:

- redeem all of our outstanding shares of Series A preferred stock at a redemption price per share of \$5.00, plus accrued and unpaid dividends through the redemption date of \$2.47 per share, representing an aggregate redemption price of approximately \$222.5 million,
- contribute \$300.0 million to Centers to repay outstanding borrowings under the Term Loan Facility, and
- apply approximately \$11.1 million to satisfy our obligations under the ACOF Management Services Agreement and our Class B common stock.

Ares, OTPP and members of management held substantially all of our outstanding Series A preferred stock and, therefore, received substantially all of the cash paid to redeem such stock. In connection with the contribution of \$300.0 million to Centers to repay outstanding borrowings under the Term Loan Facility, funds affiliated with Ares received approximately \$30.0 million, representing their pro rata positions in the Term Loan Facility. Interest represented \$0.1 million of the \$30.0 million paid to Ares.

There has been no material change in the use of proceeds from the IPO as described in the Prospectus under "Use of Proceeds".

**Item 3. Defaults Upon Senior Securities.**

None.

**Item 4. Removed and Reserved.**

**Item 5. Other Information.**

[Table of Contents](#)**Item 6. Exhibits.**

| <u>Exhibit No.</u> | <u>Description</u>   |
|--------------------|--|
| 31.1               | Certification of Principal Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.                                |
| 31.2               | Certification of Principal Financial Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.                                |
| 32.1               | Certification of CEO and CFO Pursuant to 18 U.S.C. Section 1350, as Adopted Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002. |
| 99.1               | Certain Relationships and Related Transactions   |
| 99.2               | Related Party Transactions   |
| 99.3               | Risk Factors   |

[Table of Contents](#)**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the persons undersigned thereunto duly authorized.

GNC HOLDINGS, INC.  
(Registrant)

May 10, 2011

/s/ Joseph M. Fortunato  
Joseph M. Fortunato  
Chief Executive Officer  
(Principal Executive Officer)

May 10, 2011

/s/ Michael M. Nuzzo  
Michael M. Nuzzo  
Chief Financial Officer  
(Principal Financial Officer)

**CERTIFICATION OF PRINCIPAL EXECUTIVE OFFICER**  
**PURSUANT TO SECTION 302**  
**OF THE SARBANES-OXLEY ACT OF 2002**

I, Joseph M. Fortunato, certify that:

1. I have reviewed this Form 10-Q of GNC Holdings, Inc.;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

(a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

(b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

(c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

(d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting.

5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

(a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

(b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

May 10, 2011

/s/ Joseph M. Fortunato  
Joseph M. Fortunato  
Chief Executive Officer  
(Principal Executive Officer)

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**CERTIFICATION OF PRINCIPAL FINANCIAL OFFICER**  
**PURSUANT TO SECTION 302**  
**OF THE SARBANES-OXLEY ACT OF 2002**

I, Michael M. Nuzzo, certify that:

1. I have reviewed this Form 10-Q of GNC Holdings, Inc.;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:

(a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

(b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

(c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

(d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting.

5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

(a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

(b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

May 10, 2011

/s/ Michael M. Nuzzo  
\_\_\_\_\_  
Michael M. Nuzzo  
Chief Financial Officer  
(Principal Financial Officer)

**Certification of CEO and CFO Pursuant to  
18 U.S.C. Section 1350,  
as Adopted Pursuant to  
Section 906 of the Sarbanes-Oxley Act of 2002**

In connection with the Quarterly Report on Form 10-Q of GNC Holdings, Inc. (the "Company"), for the quarterly period ended March 31, 2011 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), Joseph M. Fortunato, as Chief Executive Officer of the Company, and Michael M. Nuzzo, as Chief Financial Officer of the Company, each hereby certifies, pursuant to 18 U.S.C. § 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that, to the best of his knowledge:

- (1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ Joseph M. Fortunato

Name: Joseph M. Fortunato  
Title: Chief Executive Officer  
(Principal Executive Officer)  
Date: May 10, 2011

/s/ Michael M. Nuzzo

Name: Michael M. Nuzzo  
Title: Chief Financial Officer  
(Principal Financial Officer)  
Date: May 10, 2011

This certification accompanies the Report pursuant to § 906 of the Sarbanes-Oxley Act of 2002 and shall not, except to the extent required by the Sarbanes-Oxley Act of 2002, be deemed filed by the Company for purposes of Section 18 of the Securities Exchange Act of 1934, as amended.

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## CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS

### Credit Facilities

Upon consummation of the Merger, Centers entered into the Old Senior Credit Facility, under which various funds affiliated with one of our sponsors, Ares, were lenders. Under the Old Senior Credit Facility, these affiliated funds made term loans to Centers in the amount of \$65.0 million and \$62.1 million, as of the consummation of the Merger and December 31, 2010, respectively. In addition, as of December 31, 2010, an aggregate of \$2.9 million in principal and \$11.0 million in interest had been paid to affiliates of Ares in respect of amounts borrowed under the Old Senior Credit Facility. Borrowings under the Old Senior Credit Facility accrued interest at a weighted average rate of 4.6% per year. In connection with the Refinancing and as of March 4, 2011, the remaining principal amount of \$62.1 million and an additional amount of \$0.5 million in interest was paid to affiliates of Ares.

In connection with the Senior Credit Facility, various funds affiliated with Ares are lenders. These affiliated funds have made term loans to Centers in the amount of \$120.0 million. In connection with Centers' repayment of \$300.0 million of outstanding borrowings under the Term Loan Facility, funds affiliated with Ares will receive approximately \$30.0 million, representing their pro rata position in the Term Loan Facility (see "Use of Proceeds"). Approximately \$0.1 million of such amount will represent interest.

### Stockholders Agreements

**Amended and Restated Stockholders Agreement.** Upon completion of the Merger, we entered into a stockholders agreement with each of our stockholders at such time, which included certain of our directors, employees, and members of our management and our principal stockholders. Such agreement was amended and restated as of February 12, 2008. Through a voting agreement within the Amended and Restated Stockholders Agreement, each of the Sponsors currently has the right to designate four members of our board of directors (or, at the sole option of each, five members of the board of directors, one of which shall be independent) for so long as they or their respective affiliates and co-investors each own at least 10% of our outstanding common stock. The voting agreement also provides for election of our then-current chief executive officer to our board of directors. Under the terms of the Amended and Restated Stockholders Agreement, certain significant corporate actions require the approval of a majority of directors on the board of directors, including a majority of the directors designated by Ares and a majority of the directors designated by OTP. The foregoing provisions will cease to be effective upon completion of this offering. The Amended and Restated Stockholders Agreement also contains significant transfer restrictions and certain rights of first offer, tag-along, and drag-along rights, all of which will cease to be effective upon completion of this offering. In addition, the Amended and Restated Stockholders Agreement contains registration rights that require us to register Class A common stock held by the stockholders who are parties to the Amended and Restated Stockholders Agreement in the event we register for sale, either for our own account or for the account of others, shares of our Class A common stock. In connection with the consummation of this offering, the parties to such agreement will amend and restate such agreement and enter into the Second Amended and Restated Stockholders Agreement (the "Second Amended and Restated Stockholders Agreement"). The Second Amended and Restated Stockholders Agreement will provide for substantially similar registration rights following completion of this offering.

**New Stockholders Agreement.** The terms of the New Stockholders Agreement to be entered into among the Sponsors and us, effective upon completion of this offering, will provide

that our board of directors will consist of at least nine members and that the Sponsors will have the right to nominate to our board of directors, subject to their election by our stockholders:

- for so long as the Sponsors collectively own more than 50% of the then outstanding shares of our common stock, the greater of up to nine directors and the number of directors comprising a majority of our board; and
- except as provided below, for so long as the Sponsors collectively own 50% or less of the then outstanding shares of our common stock, that number of directors (rounded up to the nearest whole number or, if such rounding would cause the Sponsors to have the right to elect a majority of our board of directors, rounded to the nearest whole number) that is the same percentage of the total number of directors comprising our board as the collective percentage of common stock owned by the Sponsors.

Half of such nominees will be nominated by each of the Sponsors; *provided*, that (i) if the number of directors to be nominated is odd, the Sponsors will jointly nominate one such director and each Sponsor will nominate one half of the remainder, and (ii) if either Sponsor owns more than 5%, but less than or equal to 10%, of the then outstanding shares of our common stock, one director will be nominated by such Sponsor, and the remainder of such nominees will be nominated by the other Sponsor.

Notwithstanding the foregoing, if either Sponsor at any time ceases to own more than 5% of the then outstanding shares of our common stock, that Sponsor will not have the right to designate any directors, the shares of common stock owned by that Sponsor will be excluded in calculating the thresholds above, and the rights set forth above will only be available to the Sponsor that owns the applicable percentage of shares of our common stock. The New Stockholders Agreement will also provide for the nomination to our board of directors, subject to his or her election by our stockholders at the annual meeting, of our chief executive officer. Each Sponsor will agree, for so long as such Sponsor owns more than 5% of the outstanding shares of our common stock, to vote all of the shares of Class A common stock held by it in favor of the foregoing nominees.

The New Stockholders Agreement will also provide that, for so long as the Sponsors collectively own more than one third of the then outstanding shares of our common stock, the following corporate actions will require the approval of either Sponsor; *provided*, that if either Sponsor owns 10% or less of the then outstanding shares of our common stock, such actions will not be subject to the approval of such Sponsor and the shares of common stock owned by such Sponsor will be excluded in calculating the one third threshold:

- a change of control or, subject to certain exceptions, our merger or consolidation;
- (i) the entrance into any joint venture, investment, recapitalization, reorganization or contract with any other person (in each case other than a wholly owned subsidiary), (ii) the acquisition of any securities or assets of another person (other than a wholly owned subsidiary), in the case of any of the transactions set forth in clause (i) or (ii), whether in a single transaction or series of related transactions, with a value, or for a purchase price, in excess of \$75 million, or (iii) the exercise of any ownership rights in respect of any of the foregoing;
- any transfer of our assets in any transaction or series of related transactions, in each case, other than (i) inventory sold in the ordinary course of business, or (ii) any transfer of assets in a single transaction or series of related transactions with a fair market value of less than or equal to \$75 million;
- the issuance of any capital stock with a value in excess of \$50 million;

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- the guarantee, assumption, incurrence or refinancing of indebtedness for borrowed money by, or the pledge of, or granting of a security interest in, any of our assets in excess of \$50 million in any 12-month period, other than trade indebtedness incurred in the ordinary course of business;
  - any material change to the scope or nature of our business and operations, including the entering into of any new line of business;
  - the approval of our annual budget for each of our fiscal years;
  - any change to our senior management, including employment of new members, termination of existing members and setting or amending the compensation arrangements of new or existing members of senior management;
  - entering into any related party transactions;
  - the commencement of any liquidation, dissolution or voluntary bankruptcy, administration, recapitalization or reorganization; and
  - entering into of any agreement to do any of the foregoing.

### **ACOF Management Services Agreement**

In connection with the Merger, on March 16, 2007, we entered into a Management Services Agreement (the “ACOF Management Services Agreement”) with ACOF Operating Manager II, L.P., an affiliate of Ares. The ACOF Management Services Agreement provides for an annual management fee of \$750,000, payable quarterly and in advance to ACOF Operating Manager II, on a pro rata basis, until the tenth anniversary from March 16, 2007 plus any one-year extensions (which extensions occur automatically on each anniversary date of March 16, 2007), as well as reimbursements for ACOF Operating Manager II’s, and its affiliates’, out-of-pocket expenses in connection with the management services provided under the ACOF Management Services Agreement. For the year ended December 31, 2010, \$750,000 was paid to ACOF Operating Manager II in accordance with the terms of ACOF Management Services Agreement.

Upon the consummation of a change in control transaction or a bona fide initial public offering, ACOF Operating Manager II will receive, in lieu of quarterly payments of the annual management fee, an automatic fee equal to the net present value of the aggregate annual management fee that would have been payable to ACOF Operating Manager II during the remainder of the term of the fee agreement, calculated in good faith by our board of directors. This amount will be approximately \$5.6 million.

The ACOF Management Services Agreement also provides that we will indemnify ACOF Operating Manager II and its affiliates against all losses, claims, damages and liabilities arising in connection with the management services provided by ACOF Operating Manager II under the ACOF Management Services Agreement.

### **Special Dividend**

OTPP, as the holder of our Class B common stock, is entitled to receive ratably an annual special dividend payment equal to an aggregate amount of \$750,000 per year when, as and if declared by the board of directors, for the Special Dividend Period. The special dividend payment is payable in equal quarterly installments on the first day of each quarter commencing on April 1, 2007. For the year ended December 31, 2010, \$750,000 was paid to OTPP as a special dividend pursuant to the obligations under our Class B common stock.

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Upon the consummation of a change in control transaction or a bona fide initial public offering, OTPP will receive, in lieu of quarterly payments of the special dividend payments, an automatic payment equal to the net present value of the aggregate amount of the special dividend payments that would have been payable to OTPP during the remainder of the Special Dividend Period, calculated in good faith by our board of directors. This amount will be approximately \$5.6 million.

### **Lease Agreements**

General Nutrition Centres Company, our indirect wholly owned subsidiary, is party to 19 lease agreements, as lessee, with Cadillac Fairview Corporation, a direct wholly owned subsidiary of OTPP, as lessor, with respect to properties located in Canada. In December 2010, Cadillac Fairview Corporation assigned its interest in an additional lease agreement to an unrelated third party in connection with the sale of a shopping center to which such lease related. For the years ended December 31, 2010, 2009 and 2008, we paid \$2.8 million, \$2.4 million and \$2.5 million, respectively, under the lease agreements and as of December 31, 2010, the aggregate future minimum lease payments under the lease agreements was \$19.3 million. Each lease was negotiated in the ordinary course of business on an arm’s length basis.

### **Product Purchases**

During our 2010 fiscal year, we purchased certain fish oil and probiotics products manufactured by Lifelong Nutrition, Inc. (“Lifelong”) for resale under our proprietary brand name GNC WELLbeING®. Carmen Fortino, who served as one of our directors until resigning in March 2011, was the Managing Director, a member of the board of directors and a stockholder of Lifelong’s parent company. The aggregate value of the products we purchased from Lifelong was \$2.3 million and \$3.3 million for the 2010 and 2009 fiscal years, respectively. Effective December 31, 2010, Lifelong’s parent company was sold to a third party and Mr. Fortino resigned his positions at Lifelong.

### **Product Development and Distribution Agreement**

On June 3, 2010, General Nutrition Corporation, our wholly owned subsidiary, and Lifelong entered into a Product Development and Distribution Agreement (the “Lifelong Agreement”), pursuant to which General Nutrition Corporation and Lifelong will develop a branded line of supplements to be manufactured by Lifelong. As described above, Mr. Fortino, who served as one of our directors until resigning in March 2011, was the Managing Director, a member of the board of directors and a stockholder of Lifelong’s parent company. Products manufactured under the Lifelong Agreement and sold in our stores will be purchased by us from Lifelong; products sold outside of our stores will be subject to certain revenue sharing arrangements. For the year ended December 31, 2010, we made \$1.3 million in product purchases from Lifelong under the Lifelong Agreement. Effective December 31, 2010, Lifelong’s parent company was sold to a third party and Mr. Fortino resigned his positions at Lifelong.

## **Stock Purchase**

During the third and fourth quarters of 2008, we issued to Axcel Partners III, LLC 273,215 shares of our Class A common stock at a price of \$6.82 per share, for an aggregate purchase price of \$1.9 million, and 45,478 shares of our Class A common stock at a price of \$7.08 per share, for an aggregate purchase price of \$0.3 million, respectively, and 110,151 and 18,710 shares of our Series A preferred stock at a price of \$5.00 per share plus accrued and unpaid dividends through the dates of purchase, for an aggregate purchase price of \$0.6 million and \$0.1 million, respectively. Ms. Kaplan, who serves as a director and as our President and Chief Merchandising

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and Marketing Officer, is a member of Axcel Managers LLC, the managing member of Axcel Partners III LLC, and of SK Limited Partnership, a member of Axcel Partners III LLC.

## **Stock Purchase Agreement**

In February 2010, we entered into a Stock Purchase Agreement with Guru Ramanathan, our Senior Vice President, Chief Innovation Officer, in connection with Mr. Ramanathan's previous purchase, in June 2008, of 14,885 shares of our Class A common stock at a price of \$6.93 per share, for an aggregate purchase price of \$103,153, and 4,961 shares of our Series A preferred stock at a price of \$5.6637 per share, for an aggregate purchase price of \$28,097.62.

## **Director Independence**

Upon completion of this offering, our board of directors will be comprised of Norman Axelrod, Jeffrey P. Berger, Andrew Claerhout, Joseph Fortunato, Michael Hines, Beth J. Kaplan, David B. Kaplan, Brian Klos, Johann O. Koss, Romeo Leemrijse and Richard J. Wallace. Pursuant to the voting agreement in the Amended and Restated Stockholders Agreement, Messrs. Axelrod, Kaplan and Klos were designated by Ares and Messrs. Claerhout, Koss and Leemrijse were designated by OTPP. Ms. Kaplan and Messrs. Berger, Hines and Wallace were jointly designated by the Sponsors. Mr. Fortunato was elected to the board of directors pursuant to the Amended and Restated Stockholders Agreement, which provides that our chief executive officer shall sit on our board. We have no securities listed for trading on a national securities exchange or in an automated inter-dealer quotation system of a national securities association which has requirements that a majority of our board of directors be independent. For purposes of complying with the disclosure requirements of the Securities and Exchange Commission, we have adopted the definition of independence used by the NYSE. Under this definition of independence, the following five of our directors and director nominees are independent: Norman Axelrod, Jeffrey P. Berger, Michael Hines, Johann O. Koss and Richard J. Wallace.

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**NOTE 25. RELATED PARTY TRANSACTIONS**

**Management Services Agreement.** In connection with the Merger, Holdings entered into a Management Services Agreement with ACOF Operating Manager II, L.P. (“ACOF Operating Manager II”), an affiliate of Ares. Under the agreement, ACOF Operating Manager II provides Holdings and its subsidiaries with certain services in exchange for an annual fee of \$750,000, as well as customary fees for services rendered in connection with certain major financial transactions, plus reimbursement of expenses and a tax gross-up relating to a non-tax deductible portion of the fee. In addition, upon consummation of the Merger, Holdings incurred an aggregate fee of \$5.0 million, plus reimbursement of expenses, payable to ACOF Operating Manager II for services rendered in connection with the Merger. As of December 31, 2010, \$2.8 million had been paid pursuant to this agreement.

**Special Dividend.** OTPP, as the holder of Holdings’ Class B common stock, is entitled to receive ratably an annual special dividend payment equal to an aggregate amount of \$750,000 per year when, as and if declared by the board of directors, for the Special Dividend Period. The special dividend is payable in equal quarterly installments on the first day of each quarter commencing on April 1, 2007. As of December 31, 2010, \$2.8 million had been paid to OTPP.

**Credit Facility.** Upon consummation of the Merger, Centers entered into a \$735.0 million credit agreement, of which various funds affiliated with one of Holdings’ sponsors, Ares, are investors. As of December 31, 2010 and 2009, certain affiliates of Ares held approximately \$65.0 million and \$62.1 million, respectively of term loans under the Senior Credit Facility. In addition, as of December 31, 2010, an aggregate of \$2.9 million in principal and \$11.0 million in interest has been paid to affiliates of Ares in respect of amounts borrowed under the Senior Credit Facility. Borrowings under the Senior Credit Facility have accrued interest at a weighted average rate of 4.6% per year.

**Stock Purchase.** During the third and fourth quarters of 2008, Axcel Partners III, LLC, of which an officer and director of the Company is a member, purchased 273,215 shares of Class A

**NOTE 25. RELATED PARTY TRANSACTIONS (Continued)**

common stock of the Company at a price of \$6.82 per share, for an aggregate purchase price of \$1.9 million and 45,478 shares of Class A common stock of Holdings at a price of \$7.08 per share, for an aggregate purchase price of \$0.3 million, respectively and 110,151 and 18,710 shares of Series A preferred stock of the Company at a price of \$5.00 per share plus accrued and unpaid dividends through the dates of purchase, for an aggregate purchase price of \$0.6 million and \$0.1 million, respectively.

**Lease Agreements.** At December 31, 2010, General Nutrition Centres Company, an indirect wholly owned subsidiary of Holdings, was party to 19 lease agreements, as lessee, with Cadillac Fairview Corporation, a direct wholly owned subsidiary of OTPP, as lessor, with respect to properties located in Canada. For the years ended December 31, 2010, 2009 and 2008, the Company paid \$2.8 million, \$2.4 million and \$2.5 million, respectively, under the lease agreements and as of December 31, 2010, the aggregate future minimum lease payments under the lease agreements was \$19.3 million. Each lease was negotiated in the ordinary course of business on an arm’s length basis.

**Product Purchases.** During the Company’s 2010 fiscal year, it purchased certain fish oil and probiotics products manufactured by Lifelong Nutrition, Inc. (“Lifelong”) for resale under the Company’s proprietary brand name GNC WELLbeING®. Carmen Fortino, who serves as one of the directors of Holdings, is the Managing Director, a member of the Board of Directors and a stockholder of Lifelong’s parent company. The aggregate value of the products the Company purchased from Lifelong was \$2.3 million and \$3.3 million for the 2010 and 2009 fiscal years, respectively. Effective December 31, 2010, Lifelong’s parent company was sold to a third party and Mr. Fortino resigned his positions at Lifelong.

**Product Development and Distribution Agreement.** On June 3, 2010, General Nutrition Corporation, a wholly owned subsidiary of the Company, and Lifelong entered into a Product Development and Distribution Agreement (the “Lifelong Agreement”), pursuant to which General Nutrition Corporation and Lifelong will develop a branded line of supplements to be manufactured by Lifelong. As described above, Mr. Fortino was the Managing Director, a member of the board of directors and a stockholder of Lifelong’s parent company. Products manufactured under the Lifelong Agreement and sold in the Company’s stores will be purchased by the Company from Lifelong; products sold outside of the Company’s stores will be subject to certain revenue sharing arrangements. For the year ended December 31, 2010, the Company made \$1.3 million in product purchases from Lifelong under the Lifelong Agreement. Effective December 31, 2010, Lifelong’s parent company was sold to a third party and Mr. Fortino resigned his positions at Lifelong.

## RISK FACTORS

*You should carefully consider the risks described below and all other information contained in this prospectus before making an investment decision. If any of the following risks actually occur, our business, financial condition and results of operations could be materially and adversely affected. In that event, the trading price of our Class A common stock could decline, and you may lose part or all of your investment.*

### **Risks Relating to Our Business and Industry**

***We may not effectively manage our growth, which could materially harm our business.***

We expect that our business will continue to grow, which may place a significant strain on our management, personnel, systems and resources. We must continue to improve our operational and financial systems and managerial controls and procedures, and we will need to continue to expand, train and manage our technology and workforce. We must also maintain close coordination among our technology, compliance, accounting, finance, marketing and sales organizations. We cannot assure you that we will manage our growth effectively. If we fail to do so, our business could be materially harmed.

Our continued growth will require an increased investment by us in technology, facilities, personnel, and financial and management systems and controls. It also will require expansion of our procedures for monitoring and assuring our compliance with applicable regulations, and we will need to integrate, train and manage a growing employee base. The expansion of our existing businesses, any expansion into new businesses and the resulting growth of our employee base will increase our need for internal audit and monitoring processes that are more extensive and broader in scope than those we have historically required. We may not be successful in identifying or implementing all of the processes that are necessary. Further, unless our growth results in an increase in our revenues that is proportionate to the increase in our costs associated with this growth, our operating margins and profitability will be adversely affected.

***We operate in a highly competitive industry. Our failure to compete effectively could adversely affect our market share, revenues, and growth prospects.***

The U.S. nutritional supplements retail industry is large and highly fragmented. Participants include specialty retailers, supermarkets, drugstores, mass merchants, multi-level marketing organizations, on-line merchants, mail-order companies and a variety of other smaller participants. We believe that the market is also highly sensitive to the introduction of new products, which may rapidly capture a significant share of the market. In the United States, we also compete for sales with heavily advertised national brands manufactured by large pharmaceutical and food companies, as well as other retailers. In addition, as some products become more mainstream, we experience increased price competition for those products as more participants enter the market. Our international competitors include large international pharmacy chains, major international supermarket chains, and other large U.S.-based companies with international operations. Our wholesale and manufacturing operations compete with other wholesalers and manufacturers of third-party nutritional supplements. We may not be able to compete effectively and our attempt to do so may require us to reduce our prices, which may result in lower margins. Failure to effectively compete could adversely affect our market share, revenues, and growth prospects.

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***Unfavorable publicity or consumer perception of our products and any similar products distributed by other companies could cause fluctuations in our operating results and could have a material adverse effect on our reputation, the demand for our products, and our ability to generate revenues.***

We are highly dependent upon consumer perception of the safety and quality of our products, as well as similar products distributed by other companies. Consumer perception of products can be significantly influenced by scientific research or findings, national media attention, and other publicity about product use. A product may be received favorably, resulting in high sales associated with that product that may not be sustainable as consumer preferences change. Future scientific research or publicity could be unfavorable to our industry or any of our particular products and may not be consistent with earlier favorable research or publicity. A future research report or publicity that is perceived by our consumers as less favorable or that questions earlier research or publicity could have a material adverse effect on our ability to generate revenues. For example, sales of some of our products, such as those containing ephedra, were initially strong, but decreased as a result of negative publicity and an ultimate ban of such products by the Food and Drug Administration (the "FDA"). As such, period-to-period comparisons of our results should not be relied upon as a measure of our future performance. Adverse publicity in the form of published scientific research or otherwise, whether or not accurate, that associates consumption of our products or any other similar products with illness or other adverse effects, that questions the benefits of our or similar products, or that claims that such products are ineffective could have a material adverse effect on our reputation, the demand for our products, and our ability to generate revenues.

***Our failure to appropriately respond to changing consumer preferences and demand for new products could significantly harm our customer relationships and product sales.***

Our business is particularly subject to changing consumer trends and preferences. Our continued success depends in part on our ability to anticipate and respond to these changes, and we may not be able to respond in a timely or commercially appropriate manner to these changes. If we are unable to do so, our customer relationships and product sales could be harmed significantly.

Furthermore, the nutritional supplements industry is characterized by rapid and frequent changes in demand for products and new product introductions. Our failure to accurately predict these trends could negatively impact consumer opinion of our stores as a source for the latest products. This could harm our customer relationships and cause losses to our market share. The success of our new product offerings depends upon a number of factors, including our ability to accurately anticipate customer needs; innovate and develop new products; successfully commercialize new products in a timely manner; price our products competitively; manufacture and deliver our products in sufficient volumes and in a timely manner; and differentiate our product offerings from those of our competitors.

If we do not introduce new products or make enhancements to meet the changing needs of our customers in a timely manner, some of our products could become obsolete, which could have a material adverse effect on our revenues and operating results.

***Our substantial debt could adversely affect our results of operations and financial condition and otherwise adversely impact our operating income and growth prospects.***

As of December 31, 2010, after giving effect to the Refinancing and this offering (including the use of proceeds), our total consolidated long-term debt (including current portion) would have been

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approximately \$902.9 million, and we would have had an additional \$71.2 million available under the Revolving Credit Facility after giving effect to \$8.8 million utilized to secure letters of credit.

All of the debt under the Senior Credit Facility bears interest at variable rates. Our unhedged debt is subject to additional interest expense if these rates increase significantly, which could also reduce our ability to borrow additional funds.

Our substantial debt could have material consequences on our financial condition. For example, it could:

- increase our vulnerability to general adverse economic and industry conditions;
- require us to use all or a large portion of our cash flow from operations to pay principal and interest on our debt, thereby reducing the availability of our cash flow to fund working capital, capital expenditures, and other business activities;
- limit our flexibility in planning for, or reacting to, changes in our business and the industry in which we operate;
- restrict us from making strategic acquisitions or exploiting business opportunities;
- place us at a competitive disadvantage compared to our competitors that have less debt; and
- limit our ability to borrow additional funds or pay cash dividends.

For additional information regarding the interest rates and maturity dates of our existing debt, see “Management’s Discussion and Analysis of Financial Condition and Results of Operations — Liquidity and Capital Resources”.

We and our subsidiaries may be able to incur additional debt in the future, including collateralized debt. Although the Senior Credit Facility contains restrictions on the incurrence of additional debt, these restrictions are subject to a number of qualifications and exceptions. If additional debt is added to our current level of debt, the risks described above would increase.

***Our ability to continue to access credit on the terms previously obtained for the funding of our operations and capital projects may be limited due to changes in credit markets.***

In recent periods, the credit markets and the financial services industry have experienced disruption characterized by the bankruptcy, failure, collapse or sale of various financial institutions, increased volatility in securities prices, diminished liquidity and credit availability and intervention from the United States and other governments. Continued concerns about the systemic impact of potential long-term or widespread downturn, energy costs, geopolitical issues, the availability and cost of credit, the global commercial and residential real estate markets and related mortgage markets and reduced consumer confidence have contributed to increased market volatility. The cost and availability of credit has been and may continue to be adversely affected by these conditions. We cannot be certain that funding for our capital needs will be available from our existing financial institutions and the credit markets if needed, and if available, to the extent required, and on acceptable terms. The Revolving Credit Facility matures in March 2016. If we cannot renew or refinance this facility upon its maturity or, more generally, obtain funding when needed, in each case on acceptable terms, we may be unable to continue our current rate of growth and store expansion, which may have an adverse effect on our revenues and results of operations.

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***We require a significant amount of cash to service our debt. Our ability to generate cash depends on many factors beyond our control and, as a result, we may not be able to make payments on our debt obligations.***

We may be unable to generate sufficient cash flow from operations or to obtain future borrowings under our credit facilities or otherwise in an amount sufficient to enable us to pay our debt or to fund our other liquidity needs. In addition, because we conduct our operations through our operating subsidiaries, we depend on those entities for dividends and other payments to generate the funds necessary to meet our financial obligations, including payments on our debt. Under certain circumstances, legal and contractual restrictions, as well as the financial condition and operating requirements of our subsidiaries, may limit our ability to obtain cash from our subsidiaries. If we do not have sufficient liquidity, we may need to refinance or restructure all or a portion of our debt on or before maturity, sell assets, or borrow more money, which we may not be able to do on terms satisfactory to us or at all. In addition, any refinancing could be at higher interest rates and may require us to comply with more onerous covenants which could further restrict our business operations.

If we are unable to meet our obligations with respect to our debt, we could be forced to restructure or refinance our debt, seek equity financing, or sell assets. A default on any of our debt obligations could trigger certain acceleration clauses and cause those and our other obligations to become immediately due and payable. Upon an acceleration of any of our debt, we may not be able to make payments under our other outstanding debt.

***Restrictions in the agreements governing our existing and future indebtedness may prevent us from taking actions that we believe would be in the best interest of our business.***

The agreements governing our existing indebtedness contain and the agreements governing our future indebtedness will likely contain customary restrictions on us or our subsidiaries, including covenants that restrict us or our subsidiaries, as the case may be, from:

- incurring additional indebtedness and issuing preferred stock;
- granting liens on our assets;
- making investments;
- consolidating or merging with, or acquiring, another business;
- selling or otherwise disposing of our assets;
- paying dividends and making other distributions to our stockholders;
- entering into transactions with our affiliates; and
- incurring capital expenditures in excess of limitations set within the agreement.

The Revolving Credit Facility also requires that, to the extent borrowings thereunder exceed \$25 million, we meet a senior secured debt ratio of consolidated senior secured debt to consolidated EBITDA. See “Description of Certain Debt — Senior Credit Facility” for additional information. If we fail

to satisfy such ratio, then we will be restricted from drawing the remaining \$55 million of available borrowings under the Revolving Credit Facility, which may impair our liquidity.

Our ability to comply with these covenants and other provisions of the Senior Credit Facility may be affected by changes in our operating and financial performance, changes in general business and economic conditions, adverse regulatory developments, or other events beyond our control. The breach of any of these covenants could result in a default under our debt, which could

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cause those and other obligations to become immediately due and payable. In addition, these restrictions may prevent us from taking actions that we believe would be in the best interest of our business and may make it difficult for us to successfully execute our business strategy or effectively compete with companies that are not similarly restricted.

***We depend on the services of key executives and changes in our management team could affect our business strategy and adversely impact our performance and results of operations.***

Our senior executives are important to our success because they have been instrumental in setting our strategic direction, operating our business, identifying, recruiting and training key personnel, identifying opportunities and arranging necessary financing. Losing the services of any of these individuals could adversely affect our business until a suitable replacement is hired. We believe that our senior executives could not be replaced quickly with executives of equal experience and capabilities. We do not maintain key person life insurance policies on any of our executives.

***If our risk management methods are not effective, our business, reputation and financial results may be adversely affected.***

We have methods to identify, monitor and manage our risks; however, these methods may not be fully effective. Some of our risk management methods may depend upon evaluation of information regarding markets, customers or other matters that are publicly available or otherwise accessible by us. That information may not in all cases be accurate, complete, up-to-date or properly evaluated. If our methods are not fully effective or we are not successful in monitoring or evaluating the risks to which we are or may be exposed, our business, reputation, financial condition and operating results could be materially and adversely affected. In addition, our insurance policies may not provide adequate coverage.

***Compliance with new and existing governmental regulations could increase our costs significantly and adversely affect our results of operations.***

The processing, formulation, manufacturing, packaging, labeling, advertising, and distribution of our products are subject to federal laws and regulation by one or more federal agencies, including the FDA, the Federal Trade Commission (the “FTC”), the Consumer Product Safety Commission, the United States Department of Agriculture, and the Environmental Protection Agency. These activities are also regulated by various state, local, and international laws and agencies of the states and localities in which our products are sold. Government regulations may prevent or delay the introduction, or require the reformulation, of our products, which could result in lost revenues and increased costs to us. For instance, the FDA regulates, among other things, the composition, safety, labeling, and marketing of dietary supplements (including vitamins, minerals, herbs, and other dietary ingredients for human use). The FDA may not accept the evidence of safety for any new dietary ingredient that we may wish to market, may determine that a particular dietary supplement or ingredient presents an unacceptable health risk, and may determine that a particular claim or statement of nutritional value that we use to support the marketing of a dietary supplement is an impermissible drug claim, is not substantiated, or is an unauthorized version of a “health claim”. See “Business — Government Regulation — Product Regulation” for additional information. Any of these actions could prevent us from marketing particular dietary supplement products or making certain claims or statements with respect to those products. The FDA could also require us to remove a particular product from the market. Any future recall or removal would result in additional costs to us, including lost revenues from any products that we are required to remove from the market, any of which could be material. Any product recalls or removals could also lead to liability, substantial costs, and reduced growth prospects. For more information, see

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“— We may experience product recalls, which could reduce our sales and margin and adversely affect our results of operations”.

Additional or more stringent regulations of dietary supplements and other products have been considered from time to time. These developments could require reformulation of some products to meet new standards, recalls or discontinuance of some products not able to be reformulated, additional record-keeping requirements, increased documentation of the properties of some products, additional or different labeling, additional scientific substantiation, adverse event reporting, or other new requirements. Any of these developments could increase our costs significantly. The FDA has announced that it plans to publish a guidance governing the notification of new dietary ingredients. Although FDA guidance is not mandatory, it is a strong indication of the FDA’s current views on the topic discussed in the guidance, including its position on enforcement. Depending on its recommendations, particularly those relating to animal or human testing, such guidance could also raise our costs and negatively impact our business in several ways, including the potential that the FDA might seek to enjoin the manufacturing of our products because of violation of the Good Manufacturing Practice (“GMP”) regulations until the FDA determines that we are in compliance and can resume manufacturing. We may not be able to comply with the new rules without incurring additional expenses, which could be significant. For example, the Dietary Supplement Safety Act (S3002) was introduced in February 2010 and contains many restrictive provisions on the sale of dietary supplements, including, but not limited to, provisions that limit the dietary ingredients acceptable for use in dietary supplements, increased fines for violations of the Dietary Supplement Health and Education Act of 1994 (“DSHEA”), and increased registration and reporting requirements with the FDA. If reintroduced and enacted, this bill could severely restrict the number of dietary supplements available for sale and increase our costs and potential penalties associated with selling dietary supplements.

***Our failure to comply with FTC regulations and existing consent decrees imposed on us by the FTC could result in substantial monetary penalties and could adversely affect our operating results.***

The FTC exercises jurisdiction over the advertising of dietary supplements and has instituted numerous enforcement actions against dietary supplement companies, including us, for failure to have adequate substantiation for claims made in advertising or for the use of false or misleading advertising claims. As a result of these enforcement actions, we are currently subject to three consent decrees that limit our ability to make certain claims with respect to our products and required us in the past to pay civil penalties and other amounts in the aggregate amount of \$3.0 million. See “Business — Government Regulation — Product Regulation” for more information. Failure by us or our franchisees to comply with the consent decrees and applicable regulations could occur from time to time. Violations of these orders could result in substantial monetary penalties, which could have a material adverse effect on our financial condition or results of operations.

***We may incur material product liability claims, which could increase our costs and adversely affect our reputation, revenues, and operating income.***

As a retailer, distributor, and manufacturer of products designed for human consumption, we are subject to product liability claims if the use of our products is alleged to have resulted in injury. Our products consist of vitamins, minerals, herbs and other ingredients that are classified as foods or dietary supplements and are not subject to pre-market regulatory approval in the United States. Our products could contain contaminated substances, and some of our products contain ingredients that do not have long histories of human consumption. Previously unknown adverse reactions resulting from human consumption of these ingredients could occur.

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In addition, third-party manufacturers produce many of the products we sell. As a distributor of products manufactured by third parties, we may also be liable for various product liability claims for products we do not manufacture. Although our purchase agreements with our third-party vendors typically require the vendor to indemnify us to the extent of any such claims, any such indemnification is limited by its terms. Moreover, as a practical matter, any such indemnification is dependent on the creditworthiness of the indemnifying party and its insurer, and the absence of significant defenses by the insurers. We may be unable to obtain full recovery from the insurer or any indemnifying third party in respect of any claims against us in connection with products manufactured by such third party.

We have been and may be subject to various product liability claims, including, among others, that our products include inadequate instructions for use or inadequate warnings concerning possible side effects and interactions with other substances. For example, as of December 31, 2010, there were 50 pending lawsuits related to Hydroxycut in which GNC had been named, including 44 individual, largely personal injury claims and six putative class action cases. See “Business — Legal Proceedings”.

Even with adequate insurance and indemnification, product liability claims could significantly damage our reputation and consumer confidence in our products. Our litigation expenses could increase as well, which also could have a materially negative impact on our results of operations even if a product liability claim is unsuccessful or is not fully pursued.

***We may experience product recalls, which could reduce our sales and margin and adversely affect our results of operations.***

We may be subject to product recalls, withdrawals or seizures if any of the products we formulate, manufacture or sell are believed to cause injury or illness or if we are alleged to have violated governmental regulations in the manufacturing, labeling, promotion, sale or distribution of such products. For example, in May 2009, the FDA warned consumers to stop using Hydroxycut diet products, which are produced by Iovate Health Sciences, Inc. (“Iovate”) and were sold in our stores. Iovate issued a voluntary recall, with which we fully complied. Sales of the recalled Hydroxycut products amounted to approximately \$57.8 million, or 4.7% of our retail sales in 2008, and \$18.8 million, or 4.2% of our retail sales in the first four months of 2009. We provided refunds or gift cards to consumers who returned these products to our stores. In the second quarter of 2009, we experienced a reduction in sales and margin due to this recall as a result of accepting returns of products from customers and a loss of sales as a replacement product was not available. Through December 31, 2010, we estimate that we have refunded approximately \$3.5 million to our retail customers and approximately \$1.6 million to our wholesale customers for Hydroxycut product returns. Our results of operations may continue to be affected by the Hydroxycut recall. Any additional recall, withdrawal or seizure of any of the products we formulate, manufacture or sell would require significant management attention, would likely result in substantial and unexpected expenditures and could materially and adversely affect our business, financial condition or results of operations. Furthermore, a recall, withdrawal or seizure of any of our products could materially and adversely affect consumer confidence in our brands and decrease demand for our products.

As is common in our industry, we rely on our third-party vendors to ensure that the products they manufacture and sell to us comply with all applicable regulatory and legislative requirements. In general, we seek representations and warranties, indemnification and/or insurance from our vendors. However, even with adequate insurance and indemnification, any claims of non-compliance could significantly damage our reputation and consumer confidence in our products. In addition, the failure of such products to comply with applicable regulatory and legislative requirements could prevent us from marketing the products or require us to recall or remove such products from the market, which in certain cases could materially and adversely affect our

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business, financial condition and results of operation. For example, we sell products manufactured by third parties that contain derivatives from geranium, known as 1,3-dimethylpentylamine/dimethylamylamine/13-dimethylamylamine (“1,3d/d/13d”). Although we have received representations from our third-party vendors that these products comply with applicable regulatory and legislative requirements, recent media articles have suggested that 1,3d/d/13d may not comply with DSHEA. If it is determined that 1,3d/d/13d does not comply with applicable regulatory and legislative requirements, we could be required to recall or remove from the market all products containing 1,3d/d/13d, which could materially and adversely affect our business, financial condition and results of operations. In the past, we have attempted to offset any losses related to recalls and removals with reformulated or alternative products; however, there can be no assurance that we would be able to offset all or any portion of such losses related to any future removal or recall.

***Our operations are subject to environmental and health and safety laws and regulations that may increase our cost of operations or expose us to environmental liabilities.***

Our operations are subject to environmental and health and safety laws and regulations, and some of our operations require environmental permits and controls to prevent and limit pollution of the environment. We could incur significant costs as a result of violations of, or liabilities under, environmental laws and regulations, or to maintain compliance with such environmental laws, regulations, or permit requirements. For example, in March 2008, the South Carolina Department of Health and Environmental Control (“DHEC”) requested that we investigate contamination associated with historical activities at our South Carolina facility. These investigations have identified chlorinated solvent impacts in soils and groundwater that extend offsite from our facility. We are continuing these investigations in order to understand the extent of these impacts and develop appropriate remedial measures for DHEC approval. At this stage of the investigation, however, it is not possible to accurately estimate the timing and extent of any remedial action that may be required, the ultimate cost of remediation, or the amount of our potential liability.

In addition to the foregoing, we are subject to numerous federal, state, local, and foreign environmental and health and safety laws and regulations governing our operations, including the handling, transportation, and disposal of our non-hazardous and hazardous substances and wastes, as well as emissions and discharges from its operations into the environment, including discharges to air, surface water, and groundwater. Failure to comply with such laws and regulations could result in costs for remedial actions, penalties, or the imposition of other liabilities. New laws, changes in existing laws or the interpretation thereof, or the development of new facts or changes in their processes could also cause us to incur additional capital and operating expenditures to maintain compliance with environmental laws and regulations and environmental permits. We also are subject to laws and regulations that impose liability and cleanup responsibility for releases of hazardous substances into the environment without regard to fault or knowledge about the condition or action causing the liability. Under certain of these laws and regulations, such liabilities can be imposed for cleanup of previously owned or operated properties, or

for properties to which substances or wastes that were sent in connection with current or former operations at its facilities. The presence of contamination from such substances or wastes could also adversely affect our ability to sell or lease our properties, or to use them as collateral for financing.

***We are not insured for a significant portion of our claims exposure, which could materially and adversely affect our operating income and profitability.***

We have procured insurance independently for the following areas: (1) general liability; (2) product liability; (3) directors and officers liability; (4) property insurance; (5) workers' compensation insurance; and (6) various other areas. In addition, although we believe that we will continue to be able to obtain insurance in these areas in the future, because of increased selectivity

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by insurance providers, we may only be able to obtain such insurance at increased rates and/or with reduced coverage levels. Furthermore, we are self-insured for other areas, including: (1) medical benefits; (2) physical damage to our tractors, trailers, and fleet vehicles for field personnel use; and (3) physical damages that may occur at company-owned stores. We are not insured for some property and casualty risks due to the frequency and severity of a loss, the cost of insurance, and the overall risk analysis. In addition, we carry product liability insurance coverage that requires us to pay deductibles/retentions with primary and excess liability coverage above the deductible/retention amount. Because of our deductibles and self-insured retention amounts, we have significant exposure to fluctuations in the number and severity of claims. We currently maintain product liability insurance with a retention of \$3.0 million per claim with an aggregate cap on retained loss of \$10.0 million. We could raise our deductibles/retentions, which would increase our already significant exposure to expense from claims. If any claim exceeds our coverage, we would bear the excess expense, in addition to our other self-insured amounts. If the frequency or severity of claims or our expenses increase, our operating income and profitability could be materially adversely affected. See "Business — Legal Proceedings".

***Because we rely on our manufacturing operations to produce nearly all of the proprietary products we sell, disruptions in our manufacturing system or losses of manufacturing certifications could adversely affect our sales and customer relationships.***

Our manufacturing operations produced approximately 35% of the products we sold for each of the years ended December 31, 2010 and 2009. Other than powders and liquids, nearly all of our proprietary products are produced in our manufacturing facility located in Greenville, South Carolina. During 2010, no one vendor supplied more than 10% of our raw materials. In the event any of our third-party suppliers or vendors becomes unable or unwilling to continue to provide raw materials in the required volumes and quality levels or in a timely manner, we would be required to identify and obtain acceptable replacement supply sources. If we are unable to identify and obtain alternative supply sources, our business could be adversely affected. Any significant disruption in our operations at our Greenville, South Carolina facility for any reason, including regulatory requirements, an FDA determination that the facility is not in compliance with GMPs, the loss of certifications, power interruptions, fires, hurricanes, war or other force of nature, could disrupt our supply of products, adversely affecting our sales and customer relationships.

***An increase in the price and shortage of supply of key raw materials could adversely affect our business.***

Our products are composed of certain key raw materials. If the prices of these raw materials were to increase significantly, it could result in a significant increase to us in the prices our contract manufacturers and third-party manufacturers charge us for our GNC-branded products and third-party products. Raw material prices may increase in the future and we may not be able to pass on such increases to our customers. A significant increase in the price of raw materials that cannot be passed on to customers could have a material adverse effect on our results of operations and financial condition. In addition, if we no longer are able to obtain products from one or more of our suppliers on terms reasonable to us or at all, our revenues could suffer. Events such as the threat of political or social unrest, or the perceived threat thereof, may also have a significant impact on raw material prices and transportation costs for our products. In addition, the interruption in supply of certain key raw materials essential to the manufacturing of our products may have an adverse impact on our suppliers' ability to provide us with the necessary products needed to maintain our customer relationships and an adequate level of sales.

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***A significant disruption to our distribution network or to the timely receipt of inventory could adversely impact sales or increase our transportation costs, which would decrease our profits.***

We rely on our ability to replenish depleted inventory in our stores through deliveries to our distribution centers from vendors and then from the distribution centers or direct ship vendors to our stores by various means of transportation, including shipments by sea and truck. Unexpected delays in those deliveries or increases in transportation costs (including through increased fuel costs) could significantly decrease our ability to make sales and earn profits. In addition, labor shortages in the transportation industry or long-term disruptions to the national and international transportation infrastructure that lead to delays or interruptions of deliveries could negatively affect our business.

***If we fail to protect our brand name, competitors may adopt trade names that dilute the value of our brand name, and prosecuting or defending infringement claims could cause us to incur significant expenses or prevent us from manufacturing, selling, or using some aspect of our products, which could adversely affect our revenues and market share.***

We have invested significant resources to promote our GNC brand name in order to obtain the public recognition that we have today. Because of the differences in foreign trademark laws concerning proprietary rights, our trademark may not receive the same degree of protection in foreign countries as it does in the United States. Also, we may not always be able to successfully enforce our trademark against competitors or against challenges by others. For example, third parties are challenging our "GNC Live Well" trademark in foreign jurisdictions. Our failure to successfully protect our trademark could diminish the value and effectiveness of our past and future marketing efforts and could cause customer confusion. This could in turn adversely affect our revenues and profitability.

We are currently and may in the future be subject to intellectual property litigation and infringement claims, which could cause us to incur significant expenses or prevent us from manufacturing, selling or using some aspect of our products. Claims of intellectual property infringement also may require us to enter into costly royalty or license agreements. However, we may be unable to obtain royalty or license agreements on terms acceptable to us or at all. Claims that our technology or products infringe on intellectual property rights could be costly and would divert the attention of management and key personnel, which in turn could adversely affect our revenues and profitability.

***A substantial amount of our revenue is generated from our franchisees, and our revenues could decrease significantly if our franchisees do not conduct their operations profitably or if we fail to attract new franchisees.***

As of December 31, 2010 and 2009, approximately 32% of our retail locations were operated by franchisees. Our franchise operations generated approximately 16.1% and 15.5% of our revenues for the years ended December 31, 2010 and 2009, respectively. Our revenues from franchise stores depend on the franchisees' ability to operate their stores profitably and adhere to our franchise standards. In the twelve months ended December 31, 2010, a net 48 domestic franchise stores were closed. The closing of franchise stores or the failure of franchisees to comply with our policies could adversely affect our reputation and could reduce the amount of our franchise revenues. These factors could have a material adverse effect on our revenues and operating income.

If we are unable to attract new franchisees or to convince existing franchisees to open additional stores, any growth in royalties from franchise stores will depend solely upon increases in revenues at existing franchise stores. In addition, our ability to open additional franchise locations is limited by the territorial restrictions in our existing franchise agreements as well as our ability to

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identify additional markets in the United States and other countries. If we are unable to open additional franchise locations, we will have to sustain additional growth internally by attracting new and repeat customers to our existing locations.

***Franchisee support of our marketing and advertising programs is critical for our success.***

The support of our franchisees is critical for the success of our marketing programs and other strategic initiatives we seek to undertake, and the successful execution of these initiatives will depend on our ability to maintain alignment with our franchisees. While we can mandate certain strategic initiatives through enforcement of our franchise agreements, we need the active support of our franchisees if the implementation of these initiatives is to be successful. In addition, our efforts to build alignment with franchisees may result in a delay in the implementation of our marketing and advertising programs and other key initiatives. Although we believe that our current relationships with our franchisees are generally good, there can be no assurance that our franchisees will continue to support our marketing programs and strategic initiatives. The failure of our franchisees to support our marketing programs and strategic initiatives could adversely affect our ability to implement our business strategy and could materially harm our business, results of operations and financial condition.

***Our franchisees are independent operators and we have limited influence over their operations.***

Our revenues substantially depend upon our franchisees' sales volumes, profitability, and financial viability. However, our franchisees are independent operators and we cannot control many factors that impact the profitability of their stores. Pursuant to the franchise agreements, we can, among other things, mandate signage, equipment and hours of operation, establish operating procedures and approve suppliers, distributors and products. However, the quality of franchise store operations may be diminished by any number of factors beyond our control. Consequently, franchisees may not successfully operate stores in a manner consistent with our standards and requirements or standards set by federal, state and local governmental laws and regulations. In addition, franchisees may not hire and train qualified managers and other personnel. While we ultimately can take action to terminate franchisees that do not comply with the standards contained in our franchise agreements, any delay in identifying and addressing problems could harm our image and reputation, and our franchise revenues and results of operations could decline.

***Franchise regulations could limit our ability to terminate or replace under-performing franchises, which could adversely impact franchise revenues.***

Our franchise activities are subject to federal, state, and international laws regulating the offer and sale of franchises and the governance of our franchise relationships. These laws impose registration, extensive disclosure requirements, and bonding requirements on the offer and sale of franchises. In some jurisdictions, the laws relating to the governance of our franchise relationship impose fair dealing standards during the term of the franchise relationship and limitations on our ability to terminate or refuse to renew a franchise. We may, therefore, be required to retain an under-performing franchise and may be unable to replace the franchisee, which could adversely impact franchise revenues. In addition, we cannot predict the nature and effect of any future legislation or regulation on our franchise operations.

***We have limited influence over the decision of franchisees to invest in other businesses or incur excessive indebtedness.***

Our franchisees are independent operators and, therefore, we have limited influence over their ability to invest in other businesses or incur excessive indebtedness. In some cases, these franchisees have used the cash generated by their stores to expand their other businesses or to

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subsidize losses incurred by such businesses. Additionally, as independent operators, franchisees do not require our consent to incur indebtedness. Consequently, our franchisees have in the past, and may in the future, experience financial distress as a result of over-leveraging. To the extent that our franchisees use the cash from their stores to subsidize their other businesses or experience financial distress, due to over-leverage or otherwise, it could negatively affect (1) our operating results as a result of delayed or reduced payments of royalties, advertising fund contributions and rents for properties we lease to them, (2) our future revenue, earnings and cash flow growth and (3) our financial condition. In addition, lenders that are adversely affected by franchisees who default on their indebtedness may be less likely to provide current or prospective franchisees necessary financing on favorable terms or at all.

***If we cannot open new company-owned stores on schedule and profitably, or if our new store formats are not successful, our planned future growth will be impeded, which would adversely affect sales.***

Our growth is dependent on both increases in sales in existing stores and the ability to open profitable new stores. Increases in sales in existing stores are dependent on factors such as competition, store operations and other factors discussed in these Risk Factors. Our ability to timely open new stores and to expand into additional market areas depends in part on the following factors: the availability of attractive store locations; the absence of occupancy delays; the ability to negotiate acceptable lease terms; the ability to identify customer demand in different geographic areas; the hiring, training and retention of competent sales personnel; the effective management of inventory to meet the needs of new and existing stores on a timely basis; general economic conditions; and the availability of sufficient funds for expansion. Many of these factors are beyond our control. In addition, the costs associated with opening and operating our new store formats are higher than the costs associated with opening and operating our standard modern-design stores. Delays or failures in opening new stores, including our new store formats, or achieving lower than expected sales in new stores and new store formats, or drawing a greater than expected proportion of sales in new stores or new store formats from our existing stores, could materially adversely affect our growth and profitability. In addition, we may not anticipate all of the challenges imposed by the expansion of our operations and, as a result, may not meet our targets for opening new stores, remodeling or relocating stores or expanding profitably.

Some of our new stores may be located in areas where we have little or no meaningful experience or brand recognition. Those markets may have different competitive conditions, market conditions, consumer tastes and discretionary spending patterns than our existing markets, which may cause our new

stores to be less successful than stores in our existing markets. Alternatively, many of our new stores will be located in areas where we have existing stores. Although we have experience in these markets, increasing the number of locations in these markets may result in inadvertent over-saturation of markets and temporarily or permanently divert customers and sales from our existing stores, thereby adversely affecting our overall financial performance.

***Our operating results and financial condition could be adversely affected by the financial and operational performance of Rite Aid.***

As of December 31, 2010, Rite Aid operated 2,003 GNC franchise “store-within-a-store” locations and has committed to open additional franchise “store-within-a-store” locations. Revenue from sales to Rite Aid (including license fee revenue for new store openings) represented approximately 3.5% of total revenue for the year ended December 31, 2010. Any liquidity and operational issues that Rite Aid may experience could impair its ability to fulfill its obligations and commitments to us, which would adversely affect our operating results and financial condition.

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***Economic, political, and other risks associated with our international operations could adversely affect our revenues and international growth prospects.***

As of December 31, 2010, we had 169 company-owned Canadian stores and 1,437 international franchise stores in 46 countries. We derived 11.1% and 10.2% of our revenues for the years ended December 31, 2010 and 2009, respectively, from our international operations. As part of our business strategy, we intend to expand our international franchise presence. Our international operations are subject to a number of risks inherent to operating in foreign countries, and any expansion of our international operations will increase the effects of these risks. These risks include, among others:

- political and economic instability of foreign markets;
- foreign governments’ restrictive trade policies;
- inconsistent product regulation or sudden policy changes by foreign agencies or governments;
- the imposition of, or increase in, duties, taxes, government royalties, or non-tariff trade barriers;
- difficulty in collecting international accounts receivable and potentially longer payment cycles;
- difficulty of enforcing contractual obligations of foreign franchisees;
- increased costs in maintaining international franchise and marketing efforts;
- problems entering international markets with different cultural bases and consumer preferences;
- fluctuations in foreign currency exchange rates; and
- operating in new, developing or other markets in which there are significant uncertainties regarding the interpretation, application and enforceability of laws and regulations relating to contract and intellectual property rights.

Any of these risks could have a material adverse effect on our international operations and our growth strategy.

***We may be unable to successfully expand our operations into China and other new markets.***

If the opportunity arises, we may expand our operations into new and high-growth markets including, but not limited to, China. For example, in 2010 we commenced the process of registering products and initiating wholesale sales and distribution in China. However, there is no assurance that we will expand our operations in China and other markets in our desired time frame. To expand our operations into new markets, we may enter into business combination transactions, make acquisitions or enter into strategic partnerships, joint ventures or alliances, any of which may be material. We may enter into these transactions to acquire other businesses or products to expand our products or take advantage of new developments and potential changes in the industry. Although we have entered into a non-binding term sheet with an affiliate of Bright Food (Group) Co., Ltd. (“BFG”) to market and sell nutritional supplements in China through a joint venture, the definitive documentation for the joint venture was not executed on the timeframe that we had expected and there can be no assurances that we will enter into a joint venture with BFG or any other party. Our lack of experience operating in new markets and our lack of familiarity with local economic, political and regulatory systems could prevent us from achieving the results that we expect on our anticipated timeframe or at all. If we are unsuccessful in expanding into new or high growth markets, it could adversely affect our operating results and financial condition.

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***Our network and communications systems are dependent on third-party providers and are vulnerable to system interruption and damage, which could limit our ability to operate our business and could have a material adverse effect on our business, financial condition or results of operations.***

Our systems and operations and those of our third-party Internet service providers are vulnerable to damage or interruption from fire, flood, earthquakes, power loss, server failure, telecommunications and Internet service failure, acts of war or terrorism, computer viruses and denial-of-service attacks, physical or electronic breaches, sabotage, human error and similar events. Any of these events could lead to system interruptions, processing and order fulfillment delays, and loss of critical data for us, our suppliers, or our Internet service providers, and could prevent us from processing customer purchases. Any significant interruption in the availability or functionality of our website or our customer processing, distribution, or communications systems, for any reason, could seriously harm our business, financial condition, and operating results. The occurrence of any of these factors could have a material adverse effect on our business, financial condition or results of operations.

Because we are dependent on third-party service providers for the implementation and maintenance of certain aspects of our systems and operations and because some of the causes of system interruptions may be outside of our control, we may not be able to remedy such interruptions in a timely manner, if at all. As we rely on our third-party service providers, computer and communications systems and the Internet to conduct our business, any system disruptions could have a material adverse effect on our business, financial condition or results of operations.

***Privacy protection is increasingly demanding, and the introduction of electronic payment exposes us to increased risk of privacy and/or security breaches as well as other risks.***

The protection of customer, employee, vendor, franchisee and other business data is critical to us. Federal, state, provincial and international laws and regulations govern the collection, retention, sharing and security of data that we receive from and about our employees, customers, vendors and franchisees. The regulatory environment surrounding information security and privacy has been increasingly demanding in recent years, and may see the imposition of new and additional requirements. Compliance with these requirements may result in cost increases due to necessary systems changes and the

development of new processes to meet these requirements by us and our franchisees. In addition, customers and franchisees have a high expectation that we will adequately protect their personal information. If we or our service provider fail to comply with these laws and regulations or experience a significant breach of customer, employee, vendor, franchisee or other company data, our reputation could be damaged and result in an increase in service charges, suspension of service, lost sales, fines, or lawsuits.

The use of credit payment systems makes us more susceptible to a risk of loss in connection with these issues, particularly with respect to an external security breach of customer information that we or third parties (including those with whom we have strategic alliances) under arrangements with us control. In the event of a security breach, theft, leakage, accidental release or other illegal activity with respect to employee, customer, vendor, franchisee third-party, with whom we have strategic alliances or other company data, we could become subject to various claims, including those arising out of thefts and fraudulent transactions, and may also result in the suspension of credit card services. This could harm our reputation as well as divert management attention and expose us to potentially unreserved claims and litigation. Any loss in connection with these types of claims could be substantial. In addition, if our electronic payment systems are damaged or cease to function properly, we may have to make significant investments to fix or replace them, and we may suffer interruptions in our operations in the interim. In addition, we are reliant on these systems, not only to protect the security of the information stored, but also to appropriately track and record data. Any failures or inadequacies in these systems could expose us to significant unreserved

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losses, which could result in an earnings and stock price decline. Our brand reputation would likely be damaged as well.

***Complying with recently enacted healthcare reform legislation could increase our costs and have a material adverse effect on our business, financial condition or results of operations.***

Recently enacted healthcare reform legislation could significantly increase our costs and have a material adverse effect on our business, financial condition and results of operations by requiring us either to provide health insurance coverage to our employees or to pay certain penalties for electing not to provide such coverage. Because these new requirements are broad, complex, subject to certain phase-in rules and may be challenged by legal actions in the coming months and years, it is difficult to predict the ultimate impact that this legislation will have on our business and operating costs. We cannot assure you that this legislation or any alternative version that may ultimately be implemented will not materially increase our operating costs. This legislation could also adversely affect our employee relations and ability to compete for new employees if our response to this legislation is considered less favorable than the responses or health benefits offered by employers with whom we compete for talent.

***Our holding company structure makes us dependent on our subsidiaries for our cash flow and subordinates the rights of our stockholders to the rights of creditors of our subsidiaries in the event of an insolvency or liquidation of any of our subsidiaries.***

We are a holding company and, accordingly, substantially all of our operations are conducted through our subsidiaries. Our subsidiaries are separate and distinct legal entities. As a result, our cash flow depends upon the earnings of our subsidiaries. In addition, we depend on the distribution of earnings, loans, or other payments by our subsidiaries to us. Our subsidiaries have no obligation to provide us with funds for our payment obligations. If there is an insolvency, liquidation, or other reorganization of any of our subsidiaries, our stockholders will have no right to proceed against their assets. Creditors of those subsidiaries will be entitled to payment in full from the sale or other disposal of the assets of those subsidiaries before we, as a stockholder, would be entitled to receive any distribution from that sale or disposal.

***General economic conditions, including a prolonged weakness in the economy, may affect consumer purchases, which could adversely affect our sales and the sales of our business partners.***

Our results, and those of our business partners to whom we sell, are dependent on a number of factors impacting consumer spending, including general economic and business conditions; consumer confidence; wages and employment levels; the housing market; consumer debt levels; availability of consumer credit; credit and interest rates; fuel and energy costs; energy shortages; taxes; general political conditions, both domestic and abroad; and the level of customer traffic within department stores, malls and other shopping and selling environments. Consumer product purchases, including purchases of our products, may decline during recessionary periods. A prolonged downturn or an uncertain outlook in the economy may materially adversely affect our business and our revenues and profits.

***Natural disasters (whether or not caused by climate change), unusually adverse weather conditions, pandemic outbreaks, terrorist acts, and global political events could cause permanent or temporary distribution center or store closures, impair our ability to purchase, receive or replenish inventory, or cause customer traffic to decline, all of which could result in lost sales and otherwise adversely affect our financial performance.***

The occurrence of one or more natural disasters, such as hurricanes, fires, floods, and earthquakes (whether or not caused by climate change), unusually adverse weather conditions,

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pandemic outbreaks, terrorist acts or disruptive global political events, such as civil unrest in countries in which our suppliers are located, or similar disruptions could adversely affect our operations and financial performance. To the extent these events result in the closure of one or more of our distribution centers, a significant number of stores, a manufacturing facility or our corporate headquarters, or impact one or more of our key suppliers, our operations and financial performance could be materially adversely affected through an inability to make deliveries to our stores and through lost sales. In addition, these events could result in increases in fuel (or other energy) prices or a fuel shortage, delays in opening new stores, the temporary lack of an adequate work force in a market, the temporary or long-term disruption in the supply of products from some local and overseas suppliers, the temporary disruption in the transport of goods from overseas, delay in the delivery of goods to our distribution centers or stores, the temporary reduction in the availability of products in our stores and disruption to our information systems. These events also could have indirect consequences, such as increases in the cost of insurance, if they were to result in significant loss of property or other insurable damage.

**Risks Relating to an Investment in Our Class A Common Stock**

***Our principal stockholders may take actions that conflict with your interests. This control may have the effect of delaying or preventing changes of control or changes in management or limiting the ability of other stockholders to approve transactions they deem to be in their best interest.***

Even after giving effect to this offering, the Sponsors will beneficially own approximately 63% of our Class A common stock, OTPP will beneficially own 100% of our Class B common stock, and the Sponsors will collectively own approximately 68% of our common stock. As a result, our

Sponsors will have the power to control our affairs and policies including with respect to the election of directors (and through the election of directors the appointment of management), the entering into of mergers, sales of substantially all of our assets and other extraordinary transactions. Under the New Stockholders Agreement, the Sponsors will have the right to nominate to our board of directors, subject to their election by our stockholders, so long as the Sponsors collectively own more than 50% of the then outstanding shares of our common stock, the greater of up to nine directors and the number of directors comprising a majority of our board and, subject to certain exceptions, so long as the Sponsors collectively own 50% or less of the then outstanding shares of our common stock, that number of directors (rounded up to the nearest whole number or, if such rounding would cause the Sponsors to have the right to elect a majority of our board of directors, rounded to the nearest whole number) that is the same percentage of the total number of directors comprising our board as the collective percentage of common stock owned by the Sponsors. Under the New Stockholders Agreement, each Sponsor will also agree to vote in favor of the other

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Sponsor's nominees. Because our board of directors will be divided into three staggered classes, the Sponsors may be able to influence or control our affairs and policies even after they cease to own a majority of our outstanding Class A common stock during the period in which the Sponsors' nominees finish their terms as members of our board, but in any event no longer than would be permitted under applicable law and the NYSE listing requirements. The directors nominated by the Sponsors will have the authority, subject to the terms of our debt, to issue additional stock, implement stock repurchase programs, declare dividends, pay advisory fees and make other decisions, and they may have an interest in our doing so. The New Stockholders Agreement will also provide that, so long as the Sponsors collectively own more than one-third of our then outstanding common stock, certain significant corporate actions will require the approval of at least one of the Sponsors.

The interests of the Sponsors could conflict with our public stockholders' interests in material respects. For example, the Sponsors could cause us to make acquisitions that increase the amount of our indebtedness or sell revenue-generating assets. Moreover, the Sponsors are in the business of making investments in companies and may from time to time acquire and hold interests in businesses that compete directly or indirectly with us. The Sponsors may also pursue acquisition opportunities that may be complementary to our business, and as a result, those acquisition opportunities may not be available to us. Furthermore, due to the concentration of voting power among the Sponsors, they could influence or prevent a change of control or other business combination or any other transaction that requires the approval of stockholders, regardless of whether or not other stockholders believe that such transaction is in their best interests. In addition, our governance documents do not contain any provisions applicable to deadlocks among the members of our board, and as a result we may be precluded from taking advantage of opportunities due to disagreements among the Sponsors and their respective board designees. So long as the Sponsors continue to own a significant amount of the outstanding shares of our common stock, they will continue to be able to strongly influence or effectively control our decisions. See "Certain Relationships and Related Transactions — Stockholders Agreements".

***We will be a "controlled company" within the meaning of the NYSE rules and, as a result, will qualify for, and intend to rely on, exemptions from certain corporate governance requirements that provide protection to stockholders of other companies.***

After the completion of this offering, the Sponsors will continue to own more than 50% of our outstanding Class A common stock (the only class of common stock entitled to vote for the election and removal of our directors), and the Sponsors will hold more than 50% of the total voting power of our Class A common stock, and, therefore, we will be a "controlled company" under the NYSE corporate governance standards. As a controlled company, we intend to utilize certain exemptions under the NYSE standards that free us from the obligation to comply with certain NYSE corporate governance requirements, including the requirements:

- that a majority of our board of directors consists of independent directors;
- that we have a nominating and corporate governance committee that is composed entirely of independent directors with a written charter addressing the committee's purpose and responsibilities;
- that we have a compensation committee that is composed entirely of independent directors with a written charter addressing the committee's purpose and responsibilities; and
- that we conduct an annual performance evaluation of the nominating and corporate governance committee and the compensation committee.

Following this offering, we intend to utilize these exemptions. Although we will have adopted charters for our nominating and corporate governance and compensation committees and intend to

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conduct annual performance evaluations for these committees, none of these committees will be composed entirely of independent directors immediately following the completion of this offering. In addition, we will rely on the phase-in rules of the Securities and Exchange Commission (the "SEC") and the NYSE with respect to the independence of our audit committee. These rules permit us to have an audit committee that has one member that is independent upon the effectiveness of the registration statement of which this prospectus forms a part, a majority of members that are independent within 90 days thereafter and all members that are independent within one year thereafter. Accordingly, you will not have the same protection afforded to stockholders of companies that are subject to all of the NYSE corporate governance requirements. See "Management — Board of Directors" for more information.

***Our amended and restated certificate of incorporation and our amended and restated bylaws, as amended, will contain anti-takeover protections, which may discourage or prevent a takeover of our company, even if an acquisition would be beneficial to our stockholders.***

Upon completion of this offering, provisions contained in our amended and restated certificate of incorporation and amended and restated bylaws, as amended, as well as provisions of the Delaware General Corporation Law (the "DGCL"), could delay or make it more difficult to remove incumbent directors or for a third party to acquire us, even if a takeover would benefit our stockholders. These provisions will include:

- a classified board of directors;
- the sole power of a majority of the board of directors to fix the number of directors;
- limitations on the removal of directors upon the Sponsors holding less than a majority of our outstanding common stock;
- the sole power of the board of directors or the Sponsors, in the case of a vacancy of a Sponsor board designee, to fill any vacancy on the board of directors, whether such vacancy occurs as a result of an increase in the number of directors or otherwise;

- the ability of our board of directors to designate one or more series of preferred stock and issue shares of preferred stock without stockholder approval;
- the inability of stockholders to act by written consent if the Sponsors own less than 50% of our outstanding common stock; and
- the inability of stockholders to call special meetings.

Our issuance of shares of preferred stock could delay or prevent a change of control of our company. Our board of directors has the authority to cause us to issue, without any further vote or action by our stockholders, up to 60,000,000 shares of preferred stock, par value \$0.001 per share, in one or more series, to designate the number of shares constituting any series, and to fix the rights, preferences, privileges and restrictions thereof, including dividend rights, voting rights, rights and terms of redemption, redemption price or prices and liquidation preferences of such series. The issuance of shares of preferred stock may have the effect of delaying, deferring or preventing a change in control of our company without further action by our stockholders, even where stockholders are offered a premium for their shares.

In addition, the issuance of shares of preferred stock with voting rights may adversely affect the voting power of the holders of our other classes of voting stock either by diluting the voting power of our other classes of voting stock if they vote together as a single class, or by giving the holders of any such preferred stock the right to block an action on which they have a separate class vote even if the action were approved by the holders of our other classes of voting stock.

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Our incorporation under Delaware law, the ability of our board of directors to create and issue a new series of preferred stock or a stockholder rights plan and certain other provisions that will be contained in our amended and restated certificate of incorporation and amended and restated bylaws could impede a merger, takeover or other business combination involving us or the replacement of our management or discourage a potential investor from making a tender offer for our common stock, which, under certain circumstances, could reduce the market value of our common stock. See “Description of Capital Stock”.

***Our issuance of preferred stock could adversely affect the market value of our Class A common stock.***

The issuance of shares of preferred stock with dividend or conversion rights, liquidation preferences or other economic terms favorable to the holders of preferred stock could adversely affect the market price for our Class A common stock by making an investment in the Class A common stock less attractive. For example, a conversion feature could cause the trading price of our Class A common stock to decline to the conversion price of the preferred stock.

***The price of our Class A common stock may fluctuate substantially.***

The initial public offering price for the shares of our Class A common stock sold in this offering was determined by negotiation between the representatives of the underwriters and us. This price may not reflect the market price of our Class A common stock following this offering. In addition, the market price of our Class A common stock is likely to be highly volatile and may fluctuate substantially due to many factors, including:

- actual or anticipated fluctuations in our results of operations;
- variance in our financial performance from the expectations of market analysts;
- conditions and trends in the markets we serve;
- announcements of significant new products by us or our competitors;
- changes in our pricing policies or the pricing policies of our competitors;
- legislation or regulatory policies, practices, or actions;
- the commencement or outcome of litigation;
- our sale of common stock or other securities in the future, or sales of our common stock by the Sponsors;
- changes in market valuation or earnings of our competitors;
- the trading volume of our Class A common stock;
- changes in the estimation of the future size and growth rate of our markets; and
- general economic conditions.

In addition, the stock market in general, the NYSE and the market for health and nutritional supplements companies in particular have experienced extreme price and volume fluctuations that have often been unrelated or disproportionate to the operating performance of the particular companies affected. If any of these factors causes us to fail to meet the expectations of securities analysts or investors, or if adverse conditions prevail or are perceived to prevail with respect to our business, the price of our Class A common stock would likely drop significantly.

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***We currently do not intend to pay dividends on our common stock after this offering. Consequently, your only opportunity to achieve a return on your investment is if the price of our Class A common stock appreciates.***

We currently do not anticipate paying any cash dividends after this offering and for the foreseeable future. Further, Centers is currently restricted from declaring or paying cash dividends to us pursuant to the terms of the Senior Credit Facility. Under Centers’ former senior credit facility, consisting of a \$675.0 million term loan facility (the “Old Term Loan Facility”) and the \$60.0 million senior revolving credit facility (the “Old Revolving Credit Facility”) and, together with the Old Term Loan Facility, the “Old Senior Credit Facility”), Centers used exceptions to similar restrictions to make permitted restricted payments to us in August 2009 and March 2010 totaling approximately \$42.0 million. See “Dividend Policy” for more information. Consequently, your only opportunity to achieve a return on your investment in our company will be if the market price of our Class A common stock appreciates and you sell your shares at a profit. There is no guarantee that the price of our Class A common stock that will prevail in the market after this offering will ever exceed the price that you pay.

***Future sales of our Class A common stock could cause the market price for our Class A common stock to decline.***

Upon consummation of this offering, there will be 87,444,748 shares of our Class A common stock outstanding. All shares of Class A common stock sold in this offering (other than shares of our Class A common stock sold to Jeffrey P. Berger, a member of our board of directors (see “Underwriting — Reserved Shares”)) will be freely transferable without restriction or further registration under the Securities Act of 1933, as amended (the “Securities Act”). Of the remaining shares of Class A common stock outstanding, 64,944,748 will be restricted securities within the meaning of Rule 144 under the Securities Act, but will be eligible for resale subject to applicable volume, manner of sale, holding period and other limitations of Rule 144. We cannot predict the effect, if any, that market sales of shares of our Class A common stock or the availability of shares of our Class A common stock for sale will have on the market price of our Class A common stock prevailing from time to time. Sales of substantial amounts of shares of our Class A common stock in the public market, or the perception that those sales will occur, could cause the market price of our Class A common stock to decline. After giving effect to this offering, the Sponsors will collectively hold 54,767,565 shares of our Class A common stock and 16,103,245 shares of our Class B common stock, each of which is convertible into one share of Class A common stock, all of which constitute “restricted securities” under the Securities Act. Provided the holders comply with the applicable volume limits and other conditions prescribed in Rule 144 under the Securities Act, all of these restricted securities are currently freely tradable.

Additionally, as of the consummation of this offering, approximately 9,649,443 shares of our Class A common stock will be issuable upon exercise of stock options that vest and are exercisable at various dates through March 2021, with an average weighted exercise price of \$8.30 per share. Of such options, 6,627,436 will be immediately exercisable. As soon as practicable after the completion of this offering, we intend to file a registration statement on Form S-8 under the Securities Act covering shares of our Class A common stock reserved for issuance under our equity incentive plan. Accordingly, shares of our Class A common stock registered under such registration statement will be available for sale in the open market upon exercise by the holders, subject to vesting restrictions, Rule 144 limitations applicable to our affiliates and the contractual lock-up provisions described below.

We and certain of our stockholders, directors and officers have agreed to a “lock-up”, pursuant to which neither we nor they will sell any shares without the prior consent of the representatives of the underwriters for 180 days after the date of this prospectus, subject to certain exceptions and extensions under certain circumstances. Following the expiration of the applicable

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lock-up period, all these shares of our Class A common stock will be eligible for future sale, subject to the applicable volume, manner of sale, holding period and other limitations of Rule 144. In addition, the Sponsors have certain demand and “piggy-back” registration rights with respect to the Class A common stock that they will retain following this offering. See “Shares Eligible for Future Sale” for a discussion of the shares of Class A common stock that may be sold into the public market in the future, including Class A common stock held by the Sponsors.

***Our dual-class capitalization structure and the conversion features of our Class B common stock may dilute the voting power of the holders of our Class A common stock.***

We have a dual-class capitalization structure, which may pose a significant risk of dilution to our Class A common stockholders. Each share of our Class B common stock, which is not entitled to vote for the election and removal of our directors, is convertible at any time at the option of the Class B holder into one share of Class A common stock, which is entitled to vote for the election and removal of our directors. Conversion of our Class B common stock into Class A common stock would dilute holders of Class A common stock, including holders of shares purchased in this offering, in terms of voting power in connection with the election and removal of our directors.

***If securities or industry analysts do not publish research or reports about us, or if they adversely change their recommendations regarding our Class A common stock, then our stock price and trading volume could decline.***

The trading market for our Class A common stock will be influenced by the research and reports that industry or securities analysts publish about us, our industry and our market. If no analyst elects to cover us and publish research or reports about us, the market for our Class A common stock could be severely limited and our stock price could be adversely affected. In addition, if one or more analysts cease coverage of us or fail to regularly publish reports on us, we could lose visibility in the financial markets, which in turn could cause our stock price or trading volume to decline. If one or more analysts who elect to cover us adversely change their recommendation regarding our unrestricted Class A common stock, our stock price could decline.

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