



# INVESTMENT MEMORANDUM

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## GROUP 4

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## **1. Executive Summary**

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### **Situation Overview**

G-III Apparel Group Ltd., with a current stock price of \$28.42 and a market capitalization of \$1,290.8 million, is a leading player in the consumer apparel sector, operates across retail, wholesale, and e-commerce channels, boasting a diverse portfolio of proprietary and licensed brands. Despite recent challenges stemming from global economic downturns, particularly impacting revenue streams in key Asian markets, industry analysts anticipate a gradual recovery with projected revenue growth of 5% in the coming years. Given G-III's current vulnerability, strategic acquisition presents an attractive opportunity for favorable returns, capitalizing on market conditions, and enhancing market position. This proposed takeover aligns with a prudent investment strategy, poised to unlock the value, and drive sustained growth for stakeholders.

### **Investment Thesis**

G-III Apparel Group Ltd. has strategically positioned itself in recent years through the acquisition of new brands under its proprietary umbrella, coupled with successful repositioning strategies aimed at fostering growth, exemplified notably by its strategic maneuver with the DKNY brand in 2016. Leveraging this foundation, we propose a proactive investment approach centered on implementing platform strategies and strategic initiatives to drive organic and geographical growth within the company. By augmenting the current operating team/ Brands with new designers, we aim to enhance brand appeal, catalyze sales growth, and improve margins, thereby amplifying the intrinsic value of the business. Through these concerted efforts, we anticipate generating stellar returns for investors, capitalizing on G-III's current positioning and potential for sustained growth in the consumer apparel market.

### **Investment Merits**

- Diverse brand portfolio across demographics and styles.
- Strong design partnerships and sourcing capabilities.
- Robust global supply chain infrastructure.
- Access to multiple price points and distribution channels.

### **Investment Risks**

- Dependence on licensing agreements for revenue.
- Vulnerability to shifts in consumer preferences and brand strength fluctuations.
- Lack of in-house design expertise.
- Lack of omnichannel presence.
- High market sensitivity (Beta of 2.42).

### **Recommendation**

After a thorough analysis of G-III Apparel Group, LTD's current standing in the market, we advocate for a judicious yet assertive approach toward initiating a leveraged buyout (LBO) of the company. Despite inherent risks, including reliance on licensing agreements and market sensitivity, G-III demonstrates considerable strengths such as its diverse brand portfolio, strategic partnerships, and robust supply chain. Our meticulous examination of the company's financial metrics and operational framework has enabled us to conduct due diligence and formulate a comprehensive strategy to navigate potential challenges and capitalize on opportunities for value creation through an LBO. We propose a takeover premium of 22% - 65%, with an EBITDA multiple range of 5.0x to 7.0x, aiming for an internal rate of return (IRR) of 19% in the base case scenario and a potential of up to 34% in the upside case scenario over a 5-year investment horizon. This recommendation is based on precedents in similar transactions, ensuring our bid is adequately covered and aligns with our strategic objectives. We recommend proceeding with a formal bid for G-III, confident in the potential for substantial returns and value enhancement through strategic ownership and operational optimization.

## 2. Company Overview

G-III Apparel Group Ltd. is a distinguished entity in the apparel industry, renowned for its comprehensive range of offerings, including outerwear, sportswear, dresses, and accessories. With a substantial portfolio encompassing more than 20 proprietary and licensed brands, G-III holds a prominent position in the market. Notable licensed brands include industry stalwarts like DKNY, Calvin Klein, and Tommy Hilfiger, among others, while proprietary brands such as Karl Lagerfeld Paris, and Vilebrequin contribute to its diverse product offerings.

Proprietary brands	Licensed brands	Team Sports
DKNY	Calvin Klein	National Football League
Donna Karan	Tommy Hilfiger	Major League Baseball
Karl Lagerfeld	Nautica	National Basketball Association
Karl Lagerfeld Paris	Halston	National Hockey League
Vilebrequin	Levi's	IMG Collegiate Licensing Company
G.H. Bass	Guess?	Starter
Eliza J	Kenneth Cole	G-III Sports by Carl Banks*
Jessica Howard	Cole Haan	G-III for Her*
Andrew Marc	Vince Camuto	
Marc New York	Dockers	
Wilsons Leather	Champion	
Sonia Rykiel		* Proprietary Sports Brand

The company's revenue streams extend beyond brand licensing to include partnerships with major sports leagues and educational institutions, further bolstering its revenue generation capabilities. Operating under two primary segments, Retail and Wholesale, G-III caters to a broad customer base through leading retailers, digital channels, and its retail outlets, which are leased.

G-III Apparel Group's strategic initiatives encompass both proprietary and licensed brands, aiming for market expansion and repositioning.

- The focus on proprietary brands involves the ongoing repositioning and expansion of the Donna Karan brand, following the successful relaunch of DKNY. Notably, deliveries for the Spring 2024 season mark a significant step in this endeavor.
- Additionally, G-III has secured long-term licensing agreements with key brands. These include a partnership with Authentic Brands Group for Nautica women's apparel, featuring a five-year term with renewal options. Another notable agreement is the twenty-five-year master license with Xcel Brands, Inc. for the Halston brand, offering flexibility with renewal options and a purchase option at the term's end.
- Furthermore, a license with Hanesbrands Inc. for Champion brand outerwear in North America reinforces G-III's market presence, with initial deliveries slated for Fall 2024, leveraging their expertise in outerwear across various distribution channels.

### Historical stock performance (1Y)



## **Existing Management**

- Morris Goldfarb serves as both Chairman of the Board and Chief Executive Officer and has been an executive officer of G-III and its predecessors since the company's formation in 1974.
- Sammy Aaron, Vice Chairman and President, has been an executive officer since G-III acquired the Marvin Richards business in July 2005. He is also the Chief Executive Officer of the Calvin Klein division.
- Neal S. Nackman has been the Chief Financial Officer since September 2005 and was elected Treasurer in April 2006. He previously served as Vice President — Finance from December 2003 to April 2006.
- Jeffrey Goldfarb, serving as Executive Vice President and Director of Strategic Planning since June 2016, has held various roles within G-III since 2002. Before his current position, he served as Director of Business Development for over five years. Jeffrey Goldfarb is Morris Goldfarb's son.
- Dana Perlman joined G-III as Executive Vice President and Chief Growth and Operations Officer in January 2024. Before this role, she held executive positions at PVH Corp. from 2012 to 2022, including Chief Strategy Officer and Treasurer. In her previous role, she led global business strategy and development, along with Treasury and Investor Relations responsibilities. Before joining PVH, Perlman held several roles in investment banking retail groups at Barclays Capital, Lehman Brothers, and Credit Suisse First Boston.

(Note: A complete list of the Board can be found in Appendix 1.)

## **Shareholder Breakdown**

- Institutions hold the largest share of the company. This indicates a strong institutional presence and suggests that professional investors have confidence in the company's prospects. Amongst institutional investors, BlackRock, Inc. and The Vanguard Group, Inc. are the top institutional holders, with significant stakes in the company.
- D. E. Shaw & Co., L.P. is identified as an active investor with almost a micro-level stake in the company. Their presence may signal a potential for shareholder activism or efforts to influence corporate governance and strategic decisions.
- Insiders hold a smaller percentage of shares compared to institutional investors. The presence of insiders among the top holders, such as Morris Goldfarb, the Chairman and CEO, suggests an alignment of interests between management and shareholders.

Type	Common Stock Equivalent Held	% of Total Shares Outstanding	Market Value (\$MM)
Institutions	45,455,561	100.08%	1,291.90
Corporations (Private)	180,690	0.40%	5.1
Individuals/Insiders	5,215,082	11.48%	148.2
State Owned Shares	18,558	0.04%	0.5
Public and Other	0 -	-	-
<b>Total</b>	<b>45,417,321</b>	<b>112.01%</b>	<b>1,290.80</b>

Note: Total Shares Outstanding can exceed 100% because reporting requirements for holdings data are not aligned with the financial reporting of shares outstanding.

(A complete list of the shareholder breakdown can be found in Appendix 2)

## Fashion Industry Overview

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### Accelerating Growth Trends

- The fashion industry is poised for a trajectory of growth, with forecasted year-on-year retail sales growth ranging from 2-4% in 2024, varying across regions and luxury categories. While non-luxury segments in Europe and the US anticipate modest growth rates of 1-3% and 0-2% respectively, robust growth of 4-6% is projected in China. Similarly, in the Luxury segment, Europe and the US foresee growth rates of 3-5% and 2-4% respectively, paralleled by China's 4-6% growth.
- Leveraging generative AI for creativity-driven applications and innovative pricing and promotion strategies are identified as growth levers by industry respondents, reflecting a shift towards sustainable sales expansion amidst evolving consumer preferences.

### Risk Mitigation Strategies

- Supply chain resilience is paramount, necessitating transparent and collaborative partnerships to mitigate the "bullwhip effect" and ensure operational stability.

### Regulatory Constraints

- Additionally, regulatory imperatives surrounding sustainability compel fashion brands to prioritize environmental stewardship and adopt sustainable business practices. Stricter controls on sourcing and production processes are vital, particularly in regions like Vietnam and surrounding Asian countries, from where a significant portion of products are sourced.

### Marketing Dynamics

- A shift towards brand marketing underscores the industry's focus on cultivating emotional connections with consumers, with an increasing emphasis on authenticity and relatability over polished personas.
- As consumer spending patterns evolve post-pandemic, a resurgence of e-commerce activity is anticipated, alongside a renewed focus on physical footprint expansion, particularly in key regions such as North America, the Middle East, and Asia Pacific.

### Footprint Expansion and Brand Building

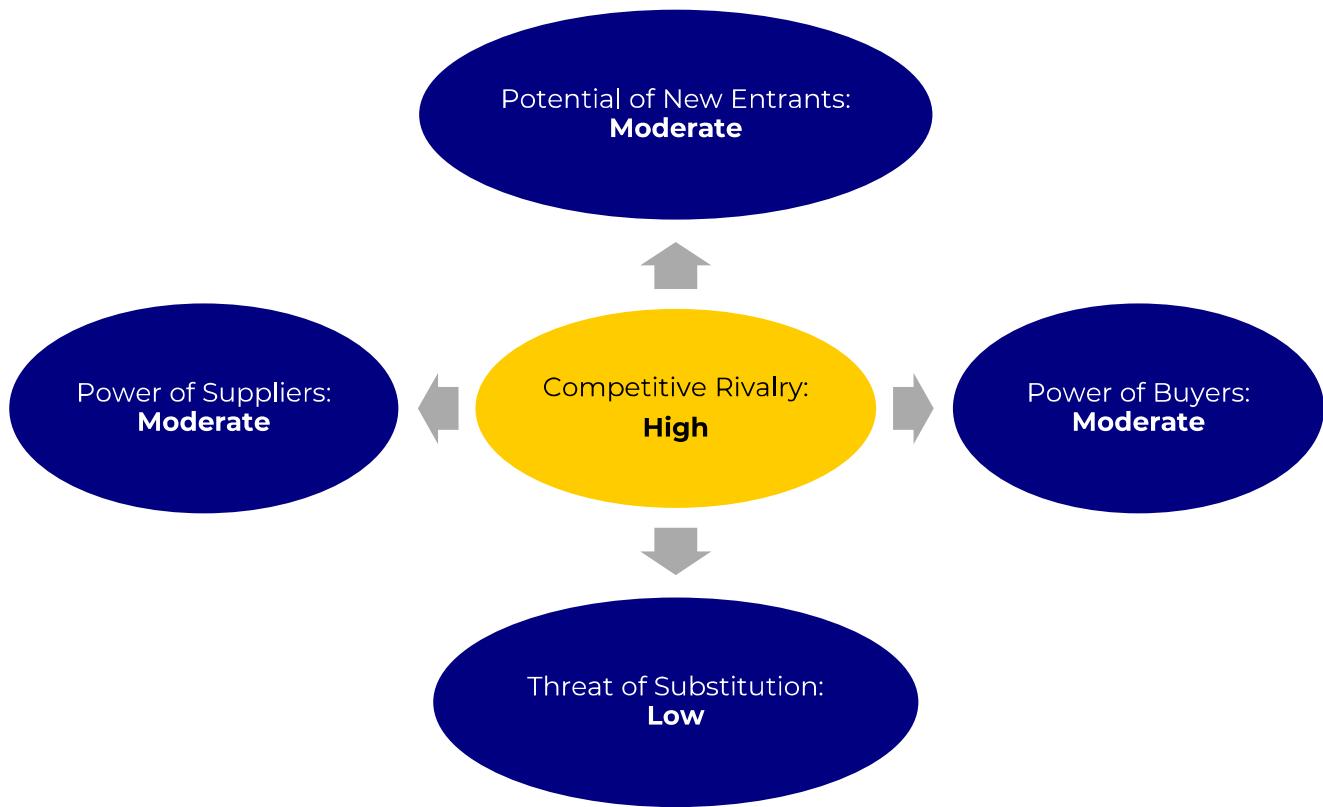
- Expansion efforts are underway, targeting key regions to capitalize on emerging consumer trends and preferences. Differentiation and compelling brand storytelling are crucial for companies to navigate challenges across segments, resonating with consumers seeking unique brand experiences and narratives.
- As the industry embraces innovation and sustainability, strategic investments in brand building and market expansion remain pivotal drivers of growth and differentiation in the evolving fashion landscape.

### Key Trends

- The omnichannel approach is crucial for engaging a diverse customer base. A seamless shopping experience across online, mobile, and physical stores is expected by consumers. Personalized recommendations, exclusive offers, and interactive experiences drive customer engagement. Potential to increase sales, revenue, and customer loyalty.
- Rebound of China's luxury market in 2023 following COVID-19 decline in 2022. Growth across beauty, fashion, jewelry, and leather goods, with softer rebound for watches. Increased concentration of Very Important Customers (VICs) in 2022, rebound in 2023. Recovery of overseas luxury spending, with the majority of spending occurring in mainland China. Overseas shopping trends and the Hainan duty-free market shape the expectation of mid-single-digit growth in 2024.

## Porter's Five Forces

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### 1. **Competition:**

The Fashion industry features numerous players, both large and small, with moderate threats of new entrants. Established brands and licenses, coupled with robust distribution networks, create barriers to entry. However, rising competition from e-commerce firms poses challenges to brand establishment and customer loyalty.

### 2. **Potential of New Entrants:**

Strong brand recognition acts as a significant barrier for new entrants. Established players hold a competitive advantage, making it challenging for newcomers to penetrate the market.

### 3. **Power of Suppliers:**

Suppliers' bargaining power has increased post-COVID-19 and geopolitical issues, impacting production capacity. Luxury brands manage this by strategic sourcing but face risks in switching suppliers, affecting product quality and brand image.

### 4. **Power of Buyers:**

Customers have limited to moderate bargaining power in the luxury goods market due to non-negotiable prices and enduring value. Bain & Company's Luxury industry outlook highlights the resilience of the customer base to price fluctuations. In the premium segment, it is safe to say that the power of buyers is comparatively higher.

### 5. **Threat of Substitutes:**

The unique and distinctive nature of branded luxury/ products, coupled with brand reputation, results in a low to moderate threat of substitute products. Consumers are drawn to luxury/ items for their design, rarity, and brand value, further reducing the potential for substitutes. However, this phenomenon only it's in the luxury segment, in the premium segment, the risk is slightly higher.

## Comparable Companies Analysis

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We handpicked a set of comparable companies within the fashion industry to benchmark against the G-III Apparel Group. These comps have been divided into three categories: Mid-Premium Fashion Brands; Premium Fashion Brands; and Luxury Fashion Brands. (The comprehensive list can be found in Appendix 3). As the portfolio companies of G-III fall into all three categories, most of these companies are comparable to G-III in varying magnitude, some being comparable to most portfolio brands, and some being comparable to select portfolio companies – This is solely for benchmarking.

Phase one of the benchmarking analysis, (Results can be found in Appendix 4) G-III's financial performance in the last twelve months is similar to most brands (Apart from the luxury ones), especially in the EBITDA and EBIT margins. Despite the gap in Gross margin – which explains the brand power of the target vs the comparable companies, as their brand enjoys a higher margin in the market, when it comes to profitability measures, G-III compares with tier I & tier II comps. To further expand on this, bolstering the brand image for G-III's portfolio companies, through acquisitive ways or through creating a collaborative environment within the company to bring in critically accredited designers on board, one can expect G-III's margins to improve significantly.

Moving on to the next phase of benchmarking analysis, (Results can be found in Appendix 5) we looked at the Returns measures and the coverage ratios to gauge the attractiveness of G-III as an investment opportunity as well as comparing it with the industry standard. This reveals that while G-III's Returns ratio is on par with Tier I fashion brands, The debt level is significantly lower than that of the industry norm. While the company's lower debt level mitigates some financial risk, it may still need to allocate a relatively larger portion of its earnings toward servicing its debt compared to other industry peers. This once again ties back to the narrative that, a stronger boost in brand image thereby increasing margins could significantly help G-III to take on more debt, thereby moving to an optimal capital structure could be a huge value creation potential.

Moving on to look at the valuation multiples across the board provides much deeper insights into G-III's potential value and whether it is properly priced in the current equity markets. A range of different multiples were analyzed, and we narrowed in on the EV/EBITDA multiple to assess the comparative value of G-III against its peers. With the reference period as last twelve months, and **an EV/EBITDA multiple range of 7.2x – 8.8x** (Range chosen by selecting PVH Corp and Guess? as comparable for G-III's valuation ensures a focused assessment aligned with its market positioning. While G-III includes luxury brands like Sonia Rykiel and Halston, introducing much larger luxury brands could distort the valuation due to significant differences in brand strength and profitability metrics.)

With this range, the potential value of G-III falls between the range of **\$2,287 million to \$2,795 million in firm value and \$2,142 million to \$2,650 million in equity value**, while **the current market cap is hovering around \$1,290.8 million** as of 04/28/2024. This suggests that the company is not valued up to its potential in the public markets. One of the potential reasons could be that the equity market is penalizing the firm for its failure to renew the licensing contracts of the Calvin Klein and Tommy Hilfiger brands.

While some analysts criticize the company for this failure, it is worth noting that the company has been intentionally reducing its exposure towards licensing revenue and has been phasing out CK and TH revenue for the past couple of years. Furthermore, there is a serious underestimation of the proprietary brand's sales growth, which has been growing at a phase of 30%-50% in the past three years. (Refer to Appendix 6 for a breakdown)

## Investment Merits

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1. **Diverse Brand Portfolio:** G-III boasts a diverse portfolio of proprietary and licensed brands, allowing it to tap into various market segments and consumer demographics. This diversity not only mitigates risk but also provides opportunities for growth and innovation within each brand category.
2. **Robust Supply Chain Infrastructure:** Leverages a well-established global supply chain built over 40 years, with trust-based relationships with vendors worldwide, ensuring access to high-quality products, competitive terms, and market intelligence.

3. **Diversified Business Mix:** Markets products across multiple price points and distribution channels, serving approximately 1,700 customers, including major retailers and online platforms, while adapting to the changing landscape of retail, including the expanding role of e-commerce.
4. **Balance Sheet Strengthening:** G-III is working diligently in its business strategy to strengthen its financial position by increasing the company's portfolio liquidity. G-III has reached \$1 billion in liquidity with the efforts of upgrading its credit. The firm's strategy is to improve its operations and then utilize additional leverage to increase revenues. Currently, G-III sits with about \$500 million in cash which could be used to finance any potential acquisition.
5. **Potential "Undervalued" Status:** Discrepancy between potential firm and equity values compared to current market capitalization suggests undervaluation. This growth trajectory underscores the potential for substantial value creation and revenue generation from G-III's proprietary brands, which may not be fully reflected in its current market valuation. Investing in G-III with a meticulously crafted game plan and strategic approach has the potential to yield significant returns for private investors.
6. **Financial Strength:** The forecasted base, upside, and downside scenarios project that the company is well-positioned to fulfill its debt obligations under realistic operating conditions. Even in a downside case meticulously designed to stress the business's resilience, it remains evident that the firm possesses the capacity to service its debt obligations.

## **Investment Risks**

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1. **Economic Landscape:** Challenging economic conditions and decreasing demand for luxury goods pose hurdles to G-III's new strategy implementation, particularly as rising interest rates and consumer purchasing power constraints dampen luxury goods demand. G-III's efforts to cut inventories and improve margins fell short of investor expectations. Missed revenue and EPS estimates, along with press scrutiny, led to stock volatility. With a low P/E ratio and downgrades from analysts, concerns mount over PVH's plan to recall Calvin Klein and Tommy Hilfiger licenses, which accounted for half of G-III's revenue. The credit rating downgrade and uncertainty about future brand additions raise doubts about G-III's ability to sustain revenue, potentially leading to further downgrades.
2. **Focus on Strategic Partnerships:** G-III's reliance on licensing agreements for growth necessitates a shift towards strategic partnerships and acquisitions to ensure long-term sustainability and alignment with evolving market dynamics.
3. **Shift in Brand Strategies:** Recent extensions of licensing agreements for Calvin Klein and Tommy Hilfiger products highlight the trend among luxury brands to internalize production and distribution, posing challenges for companies dependent on licensing agreements for revenue streams. Difficulty in renewing key licenses underscores the need for alternative growth strategies, such as acquisitions, to reduce reliance on third-party licensors and mitigate revenue decline risks.
4. **Market & Credit Risk:** G-III's high beta (2.42) indicates increased market sensitivity, translating to greater volatility and uncertainty, potentially leading to heightened downside risk or gains for investors amid varying market conditions. Recent credit rating downgrade to BB- may increase borrowing costs and limit access to funding, impacting investor confidence and perception of the company's creditworthiness.
5. **Shifting Consumer Demographics:** Declining demand from aspirational shoppers and increasing product prices to target wealthier demographics may limit G-III's customer base and revenue potential amidst changing consumer preferences and purchasing behaviors.
6. **Equity Contribution:** It is to be noted that the buyout requires a significant amount of equity portion.

## Value Creation Potential

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- 1. Talent Acquisition and Brand Strengthening:** Our investment approach includes recruiting renowned designers to augment brand strength and enrich G-III's product offerings. By partnering with popular designers known for their market appeal, we aim to amplify G-III's competitive edge in the fashion landscape, driving sustained growth and consumer loyalty. A few of the potential candidates are listed in Appendix 7.
- 2. Marketing Efforts:** Leveraging celebrity endorsements and partnerships presents a robust opportunity for G-III to amplify brand awareness, credibility, and sales. By strategically collaborating with celebrities who resonate with the target market and embody the brand's values, G-III can harness the influencers' extensive reach and influence on social media platforms to significantly expand its audience and enhance brand visibility. Embracing celebrity marketing as a core component of its promotional strategy positions G-III to capitalize on the emotional resonance and aspirational appeal that celebrities evoke, thereby fueling brand growth and market penetration. Advocate for an omnichannel approach and explore new markets to unlock additional revenue avenues and enhance market presence.
- 3. Roll-up Strategy:** Engaging in strategic roll-up acquisitions offers G-III a compelling opportunity to enhance its brand portfolio and realize synergistic benefits that propel value generation. Through the identification and integration of complementary brands and businesses, G-III can broaden its market footprint, diversify its product range, and harness economies of scale. To optimize value creation, the focus should be on acquiring niche brands characterized by strong customer loyalty, rather than pursuing larger targets. This strategic approach ensures alignment with G-III's growth objectives while capitalizing on the inherent advantages of targeted acquisitions within specialized market segments.
- 4. Customer & Margin Expansion Strategy:** Address concentration risk within the wholesale division by implementing strategies to broaden the client base, similar to the diversified customer model employed by PVH. Aim to reduce dependency on a few major customers and enhance revenue stability for sustainable growth. Compared with the peer group, we can see that GIII's profit margins are slightly on the lower side, despite having solid brands under their portfolio. This suggests that there is room for improvement, especially under Gross Margin.
- 5. Qualitative Enhancements:** Creating a collaborative environment that places designers at the forefront while ensuring alignment with the company's overarching objectives presents a significant opportunity for value creation at the management level. Addressing concerns regarding nepotism and conflicts of interest (The fact that Jeffrey Goldfarb is the son of Morris Goldfarb, the Chairman, and CEO; Morris Goldfarb serving as both Chairman of the Board and CEO, there may be concerns about the concentration of power and lack of checks and balances in decision-making processes) within the leadership structure and fostering a culture of inclusivity and autonomy among designers can promote innovation and fresh perspectives, which is currently lagging because of very senior people as the head of the table for a very long tenure. (Some of the potential successors to take control of the firm as a CEO after the dismissal of Mr. Morris Goldfarb, are discussed in Appendix 8)

## Transaction Overview

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To come up with a transaction structure, we researched several precedent transactions from the most recent ones to the ones dated back to 2012. A comprehensive list of transactions can be found in Appendix 9. However, for analysis, we relied on the first three transactions for sourcing debt-related information. (It is worth noting that Tapestry-Capri Holdings acquisition is currently on hold as it is under FTC's scrutiny)

That being said, the range of EBITDA multiples offered for these precedent transactions can be used as guidance for our proposed buyout of G-III Apparel Group. The Multiples range from 7.7x to 11.0x, and surprisingly both of them offered a premium of 65% over the one-day prior unaffected share price of their respective targets. Valuing G-III using a range of EV/EBITDA 8.0x to 10.0x (A range that sits comfortably well

within the high and low) would yield a valuation range of \$2,541 million to \$3,176 million in EV, and \$2,396 million to \$3,031 million. This reiterates the relative inexpensiveness of G-III as an investment avenue – Refer to Appendix 10 for Precedent Transaction Multiples and % premiums paid.

Entering into a transaction with 8.0x to 10.0x would significantly increase the premium paid (over 100%) and increase the equity contribution of the financing structure. By analyzing the percentage premium paid for such transactions, **we recommend a 5.0x to 7.0x pricing range being suitable for G-III Apparel Group's Acquisition (reflecting a % premium paid of 22% - 71%)** The sources and Uses of the Funds schedule can be found in Appendix 11, along with the pricing assumptions for various tranches of debt in Appendix 12, as well as Yield Curves that served as guidance in Appendix 13.

The financing structures 1 & 3 have been contemplated based on the debt secured by Tapestry for the acquisition of Capri as well as financing structures 2 & 4 have been contemplated with the debt Tapestry was able to secure for the acquisition of Kate Spade – all structures have been adjusted based on the 2024 S&P Capital IQ Credit outlook 2024 and Pitchbook US Credit Market Quarterly report dated 04/01/2024 for maximum availability in 2024. It must be said that, while the latter is a little outdated, Structures 1 and 3 are the most relevant ones, where Structure 1 is aggressive with a Debt-to-Capitalization Ratio of 73%, and Structure 3 is moderate with **a Debt-to-Capitalization Ratio of 53%** in Year 1 of projections. For this LBO we think Financing Structure 3 is the most optimal one, based on increased IRR as well as protection from bankruptcy in case of any crisis. The corresponding proportion of each tranche of debt can be found in Appendix 11. With this capital structure, we can expect a credit downgrade to B+. However, our analysis informs us that given the company's fast repayments and resilience, we can expect an upgrade back to BBB- or even better before we exit, making it attractive for potential strategic acquirers – Refer credit statistics in Appendix 15.

With any increase in the premium to be paid to G-III for this buyout, it must be provided as an equity component and at the expense of the returns.

## **Historical Financial Statements**

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### **Income Statement**

- G-III Apparel Group reported solid progress in its go-forward businesses during FY24 (CY23), with high-single-digit revenue growth expected to drive a transition away from PVH brands. The company anticipates go-forward brands, including Karl Lagerfeld, DKNY, Donna Karan, Vilebrequin, Nautica, and Halston, to constitute 70% of sales in FY25 (CY24), up from 60% in the previous year. Despite Q4 sales falling below, G-III remains optimistic about sustaining its expanded gross margins, which grew by 600 basis points year-over-year in FY24.
- In FY24, DKNY showed promising progress with high-single-digit revenue growth in North America and overall revenues approaching \$650 million. The Nautica jeans license saw a successful start, aiming to fill the gap left by the conclusion of the Tommy Hilfiger denim license. G-III also anticipates the upcoming launch of Halston and continues to expand Vilebrequin's reach through new markets and lifestyle offerings.
- Karl Lagerfeld experienced growth, particularly in international markets, with revenues nearing \$500 million in FY24. Retail business performance, however, was disappointing, prompting initiatives to enhance performance, including management changes and store footprint reduction.
- Category standouts across owned brands included outerwear, dresses, handbags, sportswear, and suit separates. During a recent earnings call (Q4 FY24) Management outlined long-term revenue opportunities for each go-forward brand, with significant potential highlighted for Karl Lagerfeld, Donna Karan, DKNY, Nautica, Halston, and Vilebrequin. Notably, the launch of Donna Karan at retail was supported by G-III's largest marketing campaign to date, featuring renowned fashion figures like Cindy Crawford and Linda Evangelista.

## Cash Flow Statement

- To support the claims the company backed up its business with Capex, which increased by \$3.2 Million translating to \$25 million from the previous year.

## Balance sheet

- G-III Apparel Group has undertaken proactive measures to optimize its balance sheet, with a key focus on inventory management. Leveraging its robust supply chain network spanning across the globe, the company has actively worked towards reducing its inventory levels.

## Projected Financial Statements

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### Base Case

In the base case scenario, the company implements strategic measures to enhance its business margins and operational efficiency. This involves hiring a few designers to improve product offerings and customer appeal, along with initiatives to optimize costs and streamline processes, and more importantly, actively pursuing advanced marketing strategies to push the brands. This is in line with the market's outlook for fashion brands and G-III as well. We expect to hire new and upcoming design talent who do not have a big label under their name.

- Revenue: In this case, management can compensate for the lost revenue from Calvin Klein and Tommy Hilfiger (Not as optimistic as the management emphasized in the latest earnings call), although there is negative sales growth in year 1 (2025). The recovery is strong (12%-10% growth in proprietary brands revenue in the initial years) before it hits a steady state of growth of 1.8% in the terminal year. The growth in proprietary brands' sales revenue is modest. Revenue from PVH corps' licensing agreements will be reduced to \$0 by FY2027 when all contracts expire. Revenue from other licensing brands is modeled to decline to a minimal contribution, reflecting the industry trends. (Refer Appendix 14)
- Gross Margin: Gross margin is modeled with a 100bps decrease year on year, reflecting added profits that Karl Lagerfeld, repositioned DKNY is expected to bring.
- SG&A: Grows as a percentage with sales growth to help bolster it, in line with the management's expectations for the next couple of years and falls to analyst's recommendations. Additional costs are to be incurred for ongoing marketing expenses and brand repositioning, which are baked into the percentage assumptions.
- Capex & Depreciation: Depreciation stays relatively flat throughout the projection period in terms of percentage points. Capex has been modeled to support sales growth, which falls to a steady state by the final year of the projection.
- Working capital: The working capital items stay relatively flat with slight improvements, one important area to look at is the DIH which the company is actively trying to reduce and will throughout the end of the projection period.

### Upside Case

The upside scenario represents an optimistic outlook where the company aggressively pursues growth opportunities through niche brand acquisitions which are transformative roll-up strategies. This involves expanding sales, enhancing brand image, and improving margins through strategic initiatives. All the assumptions have been modeled based on what the acquirers in the past (from our precedent transactions) were able to realistically achieve.

- Revenue: Sales growth accelerates significantly, driven by successful brand acquisitions and operational synergies. This is possible through acquiring brands that are named after and are

managed by successful designers. A handful list of designers has been selected (can be found in Appendix 7) That being said, the % growth is slightly modest compared to the management's expectation (They intend to achieve \$4,500 million in the long run, potentially in the next ten years, organically) While on paper it looks good, our analysis informs us this is very optimistic considering the current market and economic outlook. The growth is negative in the first year, reflecting a downside in the loss in revenue generated by Ck and TH. However, as more brands are being acquired this is expected to grow significantly before hitting a steady state at the end of the investment horizon.

- Gross Margin: Gross margin is forecasted to experience an increase to reflect the added profitability that I expected from the brands being acquired. Although G-III might not be able to achieve higher levels of gross margin like its luxury peers, we expect it to perform significantly well which is in line with what they were able to achieve in the past through acquisitions.
- SG&A: Expenses are projected to grow in proportion to sales growth. This growth trajectory accommodates additional expenditures earmarked for ongoing marketing initiatives and brand repositioning efforts, which are factored into the percentage assumptions. While the management expected to spend approximately an incremental \$60 million in the next couple of years, we expect it to be slightly higher than that, considering the repositioning of existing brands, the additional cost of recruiting designing talents, etc.
- Capex & Depreciation: The capital required to acquire new brands has been partly baked into the assumptions of capex mainly to cover the costs of integration. Depreciation is anticipated to remain relatively stable throughout the projection period in terms of percentage points.

### **Crisis Case**

The crisis scenario depicts a challenging environment reminiscent of the COVID-19 pandemic, characterized by abrupt disruptions to normal business operations and a severe economic downturn. The company confronts unprecedented hurdles, including sharp declines in consumer demand, supply chain disruptions, and government-imposed restrictions on commerce. These factors collectively contribute to a significant downturn in sales and profitability in the short term, exacerbating the financial strain on the organization.

- While the sales declined sharply in the initial years (2% - 25%) as an impact of the crisis, it is expected to recover in the next three years (mirroring the financial performance of G-III during COVID-19, as well as the overall fashion industry).
- The margins take a big hit and might not be able to recover to historical highs, underscoring the fact that the firm will have to issue huge discounts on its products to keep sales growing.
- The crisis scenario serves as a critical stress test for investors, allowing them to evaluate the resilience of the firm's business model and financial structure in the face of extreme adversity. It is worth noting that despite a very low (almost 0% IRR, and negative under other financing structures -1, 2, and 4) the firm can service its debt and would not hit bankruptcy.

### **Special Cases**

– Used to value the current value of the firm without significant improvements, to find discrepancies in the market value vs intrinsic value. (WACC computed to be 9.8% based on comps, Implied perpetuity growth is set to be 1.8%)

- **Current State Case**

In the current state scenario, the company maintains its existing operations without any significant changes. There are no new designer hires or strategic roll-up acquisitions planned. The business continues to operate as usual, without pursuing any aggressive growth initiatives.

- Sales: Sales growth is modest, reflecting the stagnant nature of the business without new initiatives. The income statement assumptions indicate a slight decline in sales in the initial

years, followed by marginal growth thereafter. This scenario provides a baseline for evaluating the firm's value using a Discounted Cash Flow (DCF) approach. The substitution of lost revenue from Ck & TH by proprietary brands is expected to kick in slower than the management's expectation.

- Margins: The assumptions for margins remain relatively flat compared to those of the historical past with minimal improvements in line with the analyst's estimation.
- Capex & Depreciation: Depreciation and Capex are anticipated to remain relatively stable throughout the projection period in terms of percentage points with a slight increase in the upcoming two years as indicated by the management (\$50 million in capex for the next two years)

- **Downside Case**

The downside scenario depicts a situation where the company's initiatives fail to yield the expected results. Despite no new designer hires or strategic roll-ups, the business faces challenges such as declining sales and margin pressures.

- Sales: Sales decline significantly in the initial years, reflecting operational challenges and unfavorable market conditions. While there is a slight recovery in later years, the overall growth trajectory remains subdued compared to the base case. The model assumed that the lost revenue from Ck and TH is not being compensated by significant growth in proprietary brands.
- Gross Margin: The margins are modeled slightly lower than the base case and more in line with what the firm is currently experiencing, with slight dips in the projection years now and them to keep sales growing by cutting costs. This is in line with what fashion brands are currently doing.
- SG&A: The contemplation behind the assumptions in SG&A is that the management continues to carry out the marketing efforts however the increase in sales is not as expected as it would be in the base or upside.
- Capex & Depreciation: Depreciation is anticipated to remain relatively stable throughout the projection period in terms of percentage points. Capex allocations have been structured to support the expected acceleration of sales growth, gradually declining to a steady state by the conclusion of the forecast period. It is worth noting that the management is expected to cut down on Capex as they realize the anticipated growth in sales has not been achieved.

<b>Valuation Results from DCF</b>		
<b>Case</b>	<b>Valuation Range</b>	
<b>Case</b>	<b>EV</b>	<b>EQ</b>
Current State	\$2,947	\$2,800
Downside	\$2,559	\$2,412
Market value	\$1,433	\$1,291

## Returns Analysis

The LBO returns are based upon an assumed exit multiple equaling the entry multiple in each scenario. G-III's capacity to service the leveraged debt is reasonable in each case. In the base case, every tranche of debt is repaid on the maturity date. A range of exit multiples has been provided for each scenario to accommodate unforeseen margin improvements/degradation and segment growth variations. The more conservative base cases offer a realistic assessment of the transaction's return after factoring in associated risks.

A greater-than-expected sales lift, margin improvement, or portfolio brand growth from G-III's proposed strategic roll-ups and other strategic initiatives as modeled in the upside might result in a higher exit multiple.

Returns Analysis			
Operating Scenarios	Base	Upside	Crisis
IRR	19%	34%	1%
Cash Return	2.4x	4.4x	1.1x

Note: All operating Scenarios are assumed to be financed by Financing Structure 3, and all exit years are assumed to be 2029, with entry and exit multiples equaling 5.0x, and a Share premium of 22% over the current market price. The Ciris case was used solely to assess the debt repayment capacity. (Refer to Appendix 15 for credit statistics for each case over the investment horizon.

The returns analysis for G-III's LBO investment provides insights into the expected financial performance under various scenarios. In the base case, moderate revenue and EBITDA growth projections yield a solid sponsor return, reflecting stable operational performance.

- In the base scenario, the internal rate of return (IRR) is projected at 19%, with a cash return of 2.4x. This signifies a solid return on investment, reflecting the expected performance under normal operating conditions.
- Conversely, the upside scenario presents a more optimistic outlook, with an IRR of 34% and a cash return of 4.4x. This indicates a significantly higher return potential, driven by favorable market conditions and operational performance exceeding expectations.
- However, the crisis scenario paints a starkly different picture, with an IRR of only 1% and a cash return of 1.1x. This reflects the adverse impact of a crisis on the company's financial performance. The Crisis case for G-III was primarily utilized to evaluate the company's capacity to repay its debt obligations even under adverse conditions. Despite the challenging scenario simulated by the Crisis case, G-III demonstrates its ability to fulfill its debt repayment commitments. This underscores the resilience of the firm's financial structure and its capacity to weather economic downturns. – Refer Projected Balance Sheet in Appendix 17.

## Investment Recommendation

Based on our valuation analysis, we recommend a buyout price for G-III Apparel within an **EV/EBITDA range of 5.0x to 7.0x** which offers a substantial **premium of 22% to 70%** (and is higher than the 9% low and lower than the 65% high from the precedent transactions) over the current trading EV/EBITDA multiple of 3.5x.

The resulting **share price range would be \$34.75 to \$48 per share**. We recommend sticking to an **initial premium of 22% over the current share price, with an increase in premium within the recommended limit of 70%**, the corresponding finances should come in the form of an equity contribution which might result in a reduction in the return for the investor - A limitation caused by limited capability to secure debt at current market conditions.

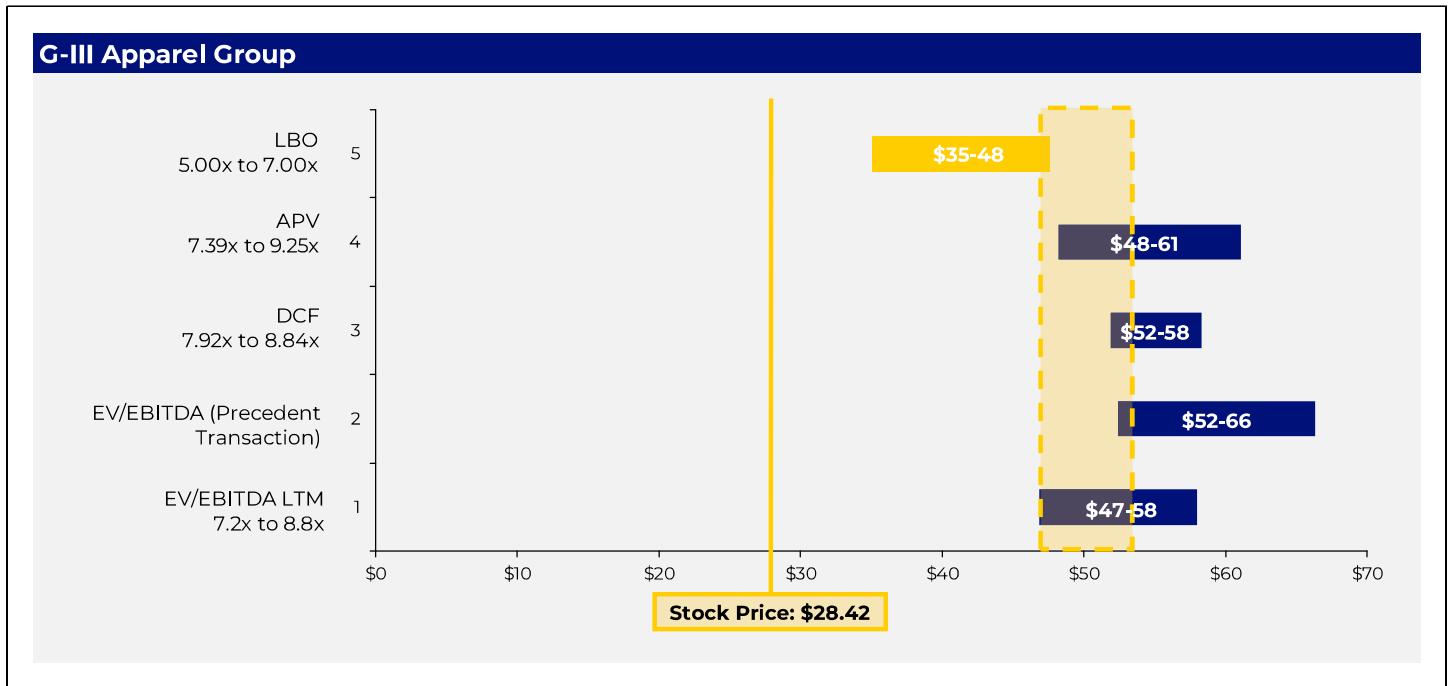
**Our exit strategy** for G-III Apparel hinges on positioning the company for acquisition by a **strategic buyer**, capitalizing on its bolstered market position, diverse brand portfolio, and improved financial performance. We'll emphasize G-III's strong standing in the market, showcasing its expanded brand offerings and solid customer base.

## Football Field

In summary, our analysis, represented metaphorically as a football field, provides insights into G-III's potential value through various valuation models. These models offer a spectrum of share prices reflecting the company's performance and market prospects.

While the overall valuations are positive, it's notable that the LBO model presents a narrower share price range. This discrepancy can be attributed to differences between public and private markets, with the LBO model emphasizing an expected 20% internal rate of return (IRR), while others are based on slightly lower figures such as the weighted average cost of capital (WACC).

Additionally, we've conducted an APV analysis, focusing on G-III's post-buyout value, particularly considering its debt-heavy capital structure. For detailed insights, please refer to Appendix 16.



## Follow-up Due Diligence

1. Identify any pending negotiations or potential risks of licensors not renewing contracts and leaving the company. Develop a strategic plan to maintain and protect these relationships through proactive communication and value proposition reinforcement.
2. Inquire about potential candidates for acquisition and strategic partnerships. Understand the company's approach to identifying and evaluating opportunities for growth and expansion.
3. Refinement of Financial Projections Questions Request an explanation of management estimates.
4. Research to assess changing consumer demographics and implications for G-III. Understand strategies to pivot and cater to evolving consumer preferences, including product innovation, marketing initiatives, and brand positioning adjustments.
5. Assess any upcoming debt obligations or refinancing activities that debt providers and equity investors should be aware of. Understand how the company plans to manage debt and financing amid changing market conditions.

6. Address supply chain issues and steps taken to reduce supply chain costs. Understand measures implemented to enhance efficiency, reliability, and resilience within the supply chain.
7. Evaluate the company's performance and strategy in the Chinese market. Understand sales trends, market penetration, and consumer preferences in China. Assess initiatives aimed at expanding market share, leveraging e-commerce platforms, and addressing regulatory challenges in the Chinese market.
8. Identify steps taken to improve operational efficiencies, including inventory management and sales conversion cycles. Assess initiatives aimed at streamlining processes, reducing costs, and enhancing productivity.
9. Gain insights into G-III's corporate governance structure and risk management practices. Inquire about board composition, executive compensation policies, and measures to ensure transparency and accountability. Discuss risk assessment methodologies, mitigation strategies for market risks, and compliance with regulatory requirements.
10. Explore G-III's approach to employee development, talent acquisition, and organizational culture. Inquire about training programs, diversity and inclusion initiatives, and employee engagement strategies aimed at fostering a positive work environment and driving productivity. Discuss leadership development efforts and succession planning to ensure continuity and growth within the organization.
11. Financial statements and performance of the listed potential targets.

## Appendix 1

Board Members				
Name	Title		Role	Years on Board
Goldfarb, Morris	Chairman & CEO		Internal	1974-Present
Aaron, Sammy	Vice Chairman & President		Internal	2005-Present
Goldfarb, Jeffrey D.	Executive VP, Director of Strategic Planning & Director	Internal		2009-Present
Brosig, Thomas J.	Independent Director		External	1992-Present
Feller, Alan	Independent Director		External	1996-Present
White, Richard D.	Lead Independent Director		External	2003-Present
Brown Ph.D., Joyce F.	Independent Director		External	2023-Present
Herrero Amigo, Victor	Independent Director		External	2019-Present
Johnson, Robert Louis	Independent Director		External	2020-Present
Ongman, Patti H.	Independent Director		External	2022-Present
Pomerantz, Laura H.	Independent Director		External	2005-Present
Shaffer, Michael A.	Independent Director		External	2023-Present
Vitali, Cheryl	Independent Director		External	2011-Present
Yaeger, Andrew	Independent Director		External	2023-Present

## Appendix 2

Ownership			
Holders	% Total Shares	Current Shares	Mkt Value (\$MM)
<b>13F Holders</b>			
BlackRock Inc	16.2%	7,351,375	249.80
Vanguard Group Inc	10.5%	4,754,135	161.55
Pacer Advisors, INC.	8.0%	3,620,323	123.02
Dimensional Fund Advisors, Inc.	6.1%	2,777,980	94.40
State Street Corporation	3.7%	1,663,645	56.53
Royal Bank of Canada	3.1%	1,414,977	48.08
Madison Avenue Partners, LP	2.9%	1,323,110	44.96
Charles Schwab Investment Management	2.5%	1,117,729	37.98
Towle & Co	2.2%	1,012,033	34.39
Geode Capital Management, LLC	2.0%	926,311	31.48
<b>Insider Holders</b>			
Morris Goldfarb	8.6%	4,090,085	118.65
Jeffrey Goldfarb	1.1%	505,470	14.66
Sammy Aaron	0.6%	267,626	7.76
Wayne Miller	0.4%	184,261	6.05
Neal Nackman	0.1%	65,070	1.89
Cheryl Vitali	0.1%	56,094	1.63
Thomas Brosig	0.1%	45,825	1.33
Victor Herrero Amigo	0.1%	38,892	1.13
Alan Feller	0.1%	29,357	0.85
Robert Johnson	0.0%	21,598	0.63

Note: 13F Holders Reported as of Dec. 31, 2023

## Appendix 3

List of Comparable Companies						
Company	Ticker	Business Description	Equity Value	Enterprise Value	LTM Sales	LTM EBITDA
G-III Apparel Group, Ltd.	GIII	G-III Apparel Group, Ltd. designs, sources, and markets an extensive range of apparel, including outerwear, dresses, sportswear, swimwear, women's suits, and women's performance wear, as well as women's handbags, footwear, small leather goods, cold weather accessories, and luggage.	\$1,299	\$1,441	\$3,098	\$318
<b>Tier I: Mid-Premium Fashion Brands</b>						
PVH Corp	PVH	PVH Corp. is a global apparel company with a diversified portfolio of brands including Calvin Klein and Tommy Hilfiger similar to G-III's portfolio of brands.	6,395	9,222	9,218	1,217
V.F. Corporation	VFC	VF Corporation is a global apparel and footwear company with a diverse portfolio of brands including The North Face, Vans, Timberland, and Dickies. Similar to GIII, VF operates across multiple segments within the apparel industry.	4,914	11,267	11,042	1,091
Hanesbrands Inc.	HBI	Hanesbrands Inc., a consumer goods company, designs, manufactures, sources, and sells a range of range of innerwear apparel for men, women, and children in the Americas, Europe, the Asia Pacific, and internationally.	1,568	5,134	5,637	468
<b>Tier II: Premium Fashion brands</b>						
Guess?	GES	Guess is a global lifestyle brand known for its fashion-forward apparel, accessories, and footwear. It operates in the same fashion retail segment as GIII.	1,504	2,357	2,777	330
Abercrombie & Fitch Co.	ANF	A renowned American retailer specializing in casual wear for young consumers. With a portfolio including Abercrombie & Fitch, Abercrombie Kids, and Hollister Co., the company offers apparel, accessories, and personal care	6,165	6,327	4,281	632
<b>Tier III: Luxury Fashion Brands</b>						
Ralph Lauren Corporation	RL	Ralph Lauren is an American fashion company known for its premium lifestyle brands, including Polo Ralph Lauren, Lauren Ralph Lauren, and Ralph Lauren Collection. It offers apparel, accessories, fragrances, and home furnishings.	10,638	11,477	6,545	990
Burberry Group plc	BRBY	Burberry Group plc, together with its subsidiaries, manufactures, retails, and wholesales luxury goods under the Burberry brand. The company operates in two segments, Retail/Wholesale and Licensing.	5,276	6,367	3,930	1,183
Capri Holdings Limited	CPRI	Capri Holdings Limited designs, markets, distributes, and retails branded women's and men's apparel, footwear, and accessories in the United States, Canada, Latin America, Europe, the Middle East, Africa, and Asia.	4,574	8,037	5,534	914

(\$ in millions)

## Appendix 4

<b>G-III Apparel Group, Ltd.</b> <b>Benchmarking Analysis – Financial Statistics and Ratios, Page 1</b>												
(\$ in millions, except per share data)												
Company	Ticker	Market Valuation		LTM Financial Statistics					LTM Profitability Margins			
		Equity Value	Enterprise Value	Sales	Gross Profit	EBITDA	EBIT	Net Income	Gross Profit (%)	EBITDA (%)	EBIT (%)	Net Income (%)
G-III Apparel Group, Ltd.	GIII	\$1,299	\$1,441	\$3,098	\$1,242	\$318	\$290	\$180	40%	10%	9%	6%
<b>Tier I: Mid - Premium Fashion Brands</b>												
PVH Corp	PVH	\$6,395	\$9,222	\$9,218	\$5,363	\$1,217	\$935	\$704	58%	13%	10%	8%
V.F. Corporation	VFC	4,914	11,267	11,042	5,800	1,091	810	454	53%	10%	7%	4%
Hanesbrands Inc.	HBI	1,568	5,134	5,637	1,945	468	363	60	35%	8%	6%	1%
<b>Mean</b>									<b>48%</b>	<b>10%</b>	<b>8%</b>	<b>4%</b>
<b>Median</b>									<b>53%</b>	<b>10%</b>	<b>7%</b>	<b>4%</b>
<b>Tier II: Premium Fashion Brands</b>												
Guess?	GES	\$1,504	\$2,357	\$2,777	\$1,216	\$330	\$268	\$210	44%	12%	10%	8%
Abercrombie & Fitch Co.	ANF	6,165	6,327	4,281	2,693	632	491	335	63%	15%	11%	8%
<b>Mean</b>									<b>53%</b>	<b>13%</b>	<b>11%</b>	<b>8%</b>
<b>Median</b>									<b>53%</b>	<b>13%</b>	<b>11%</b>	<b>8%</b>
<b>Tier III: Luxury Brands</b>												
Ralph Lauren Corporation	RL	\$10,638	\$11,477	\$6,545	\$4,232	\$990	\$769	\$611	65%	15%	12%	9%
Burberry Group plc	BRBY	5,276	6,367	3,930	2,769	1,183	788	605	70%	30%	20%	15%
Capri Holdings Limited	CPRI	4,574	8,037	5,534	3,456	914	732	631	62%	17%	13%	11%
<b>Mean</b>									<b>66%</b>	<b>21%</b>	<b>15%</b>	<b>12%</b>
<b>Median</b>									<b>65%</b>	<b>17%</b>	<b>13%</b>	<b>11%</b>
<b>Overall</b>												
<b>Mean</b>									<b>56%</b>	<b>15%</b>	<b>11%</b>	<b>8%</b>
<b>Median</b>									<b>60%</b>	<b>14%</b>	<b>11%</b>	<b>8%</b>
<b>High</b>									<b>70%</b>	<b>30%</b>	<b>20%</b>	<b>15%</b>
<b>Low</b>									<b>35%</b>	<b>8%</b>	<b>6%</b>	<b>1%</b>

Source: Company filings, Bloomberg, Consensus Estimates

Note: Last twelve months data based on [Month] [Day], [Year]. Estimated annual financial data based on a calendar year.

## Appendix 5

### G-III Apparel Group, Ltd. Benchmarking Analysis – Financial Statistics and Ratios, Page 2 (\$ in millions, except per share data)

Company	General			Return on Investment			LTM Leverage Ratios			LTM Coverage Ratios			Credit Ratings	
	Predicted	RoIC (%)	ROE (%)	ROA (%)	Div. Yield (%)	Tot. Cap. (%)	Debt / EBITDA (x)	Vet. Debt / EBITDA (x)	EBIT / Int. Exp. - Cpx/Int. (x)	EBITDA / Int. Exp. - Cpx/Int. (x)	Moody's	S&P		
C-III Apparel Group, Ltd.	CIII	FYE	Jan-31	2.42	17%	12%	7%	0%	30%	2.1x	0.5x	8.0x	7.4x	7.3x
<b>Tier I: Mid - Premium Fashion Brands</b>														
PVH Corp	PVH	Feb-04	2.20	12%	14%	6%	0%	41%	2.9x	2.3x	12.3x	9.8x	9.4x	Baa3 BBB-
V.F. Corporation	VFC	Apr-01	1.51	9%	18%	3%	3%	78%	6.7x	5.8x	5.0x	4.3x	Baa3 BBB-	
Hanesbrands Inc.	HBI	Dec-31	1.59	9%	14%	1%	0%	90%	8.1x	7.6x	1.7x	1.5x	B1	B+
<b>Mean</b>	<b>1.77</b>	<b>10%</b>	<b>15%</b>	<b>4%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>70%</b>	<b>5.9x</b>	<b>5.3x</b>	<b>6.6x</b>	<b>5.4x</b>	<b>5.0x</b>	
<b>Median</b>	<b>1.59</b>	<b>9%</b>	<b>14%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>78%</b>	<b>6.7x</b>	<b>5.8x</b>	<b>5.8x</b>	<b>5.0x</b>	<b>4.3x</b>	
<b>Tier II: Premium Fashion Brands</b>														
Guess?	GES	Jan-31	2.00	18%	31%	8%	4%	63%	3.5x	2.4x	15.1x	11.7x	12.3x	NA NA
Abercrombie & Fitch Co.	ANF	Feb-03	1.58	42%	32%	11%	0%	50%	1.7x	0.2x	20.8x	15.6x	16.2x	Baa3 BB-
<b>Mean</b>	<b>1.79</b>	<b>30%</b>	<b>31%</b>	<b>10%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>57%</b>	<b>2.6x</b>	<b>1.3x</b>	<b>18.0x</b>	<b>13.7x</b>	<b>14.2x</b>	
<b>Median</b>	<b>1.79</b>	<b>30%</b>	<b>31%</b>	<b>10%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>57%</b>	<b>2.6x</b>	<b>1.3x</b>	<b>18.0x</b>	<b>13.7x</b>	<b>14.2x</b>	
<b>Tier III: Luxury Brands</b>														
Ralph Lauren Corporation	RL	Apr-01	1.55	2%	24%	9%	2%	52%	2.8x	0.8x	25.4x	20.6x	19.7x	A3 BBB-
Burberry Group plc	BRBY	Apr-01	1.12	32%	37%	14%	3%	58%	1.6x	0.9x	23.2x	19.6x	15.5x	Baa2 BBB-
Capri Holdings Limited	CPRI	Mar-30	2.05	14%	33%	8%	0%	66%	4.1x	3.8x	70.3x	55.5x	56.3x	N/A
<b>Mean</b>	<b>1.57</b>	<b>22%</b>	<b>32%</b>	<b>10%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>59%</b>	<b>2.8x</b>	<b>1.8x</b>	<b>39.6x</b>	<b>31.9x</b>	<b>30.5x</b>	
<b>Median</b>	<b>1.55</b>	<b>21%</b>	<b>33%</b>	<b>9%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>58%</b>	<b>2.8x</b>	<b>0.9x</b>	<b>25.4x</b>	<b>20.6x</b>	<b>19.7x</b>	
<b>Overall</b>														
<b>Mean</b>	<b>1.70</b>	<b>20%</b>	<b>26%</b>	<b>8%</b>	<b>3%</b>	<b>62%</b>	<b>3%</b>	<b>3.9x</b>	<b>3.0x</b>	<b>21.8x</b>	<b>17.4x</b>	<b>16.9x</b>		
<b>Median</b>	<b>1.59</b>	<b>16%</b>	<b>28%</b>	<b>8%</b>	<b>3%</b>	<b>61%</b>	<b>3%</b>	<b>3.2x</b>	<b>2.4x</b>	<b>18.0x</b>	<b>13.7x</b>	<b>13.9x</b>		
<b>High</b>	<b>2.20</b>	<b>42%</b>	<b>37%</b>	<b>14%</b>	<b>4%</b>	<b>90%</b>	<b>8.1x</b>	<b>7.6x</b>	<b>70.3x</b>	<b>55.5x</b>	<b>56.3x</b>			
<b>Low</b>	<b>1.12</b>	<b>9%</b>	<b>14%</b>	<b>1%</b>	<b>2%</b>	<b>41%</b>	<b>1.6x</b>	<b>0.2x</b>	<b>1.7x</b>	<b>1.5x</b>	<b>1.3x</b>			

Source: Company filings, Bloomberg, Consensus Estimates  
Note: Last twelve months data based on [Month] [Day], [Year]. Estimated annual financial data based on a calendar year.

## Appendix 6

	<b>Jan 31 - 2021</b>	<b>Jan 31 - 2022</b>	<b>Jan 31 - 2023</b>	<b>Jan 31 - 2024</b>
<b>Sales Breakdown</b>				
Proprietary Brands	\$ 647.36 31.5%	907.41 32.8%	1,335.85 41.4%	1,654.44 53.4%
Licensed Brands	\$ 1,407.74 68.5%	1,859.09 67.2%	1,890.85 58.6%	1,443.76 46.6%
<b>FY2023 Net Sales</b>	<b>\$ 2,055.10 100.0%</b>	<b>2,766.50 100.0%</b>	<b>3,226.70 100.0%</b>	<b>3,098.20 100.0%</b>
Revenue From Ck & TH	\$ 1,099.48 53.5%	1,402.62 50.7%	1,548.82 48.0%	1,270.26 41.0%
Revenue From Other Licensed Brands	\$ 308.27 15.0%	456.47 16.5%	342.03 10.6%	173.50 5.6%
<b>Total Revenue From licensed Brands</b>	<b>\$ 1,407.74</b>	<b>1,859.09</b>	<b>1,890.85</b>	<b>1,443.76</b>

## Appendix 7

- **Christopher John Rogers** had a remarkable 2020, gaining acclaim as one of the most recommended designers and winning the CFDA award for emerging designers. His designs were sported by celebrities like Lady Gaga and Zendaya, amplifying his popularity. After graduating from the Savannah College of Art and Design in 2016, Rogers graduated from Savannah College of Art and Design in 2016 and since then has been a celebrity stylist and a big Instagram hit. He remains cautious about rapid brand expansion.
- **Kerby Jean-Raymond** launched Pyer Moss in 2013, blending personal and political themes into his designs. Calling his brand an "art project" or "timely social experiment," he emphasizes activism and heritage. After studying at the High School of Fashion Industries in New York and Hofstra University, Jean-Raymond gained experience at Marc Jacobs, Theory, and Kenneth Cole before founding his label.
- **Simon Porte Jacquemus** established his eponymous brand at nineteen, inspired by Parisian tourists during his upbringing in southern France. Starting with minimalist designs due to financial constraints, Jacquemus's brand evolved into a symbol of free-spirited fashion, known for asymmetrical silhouettes and playful aesthetics.
- **Phoebe Philo**, renowned for her tenure at Céline, is expected to return to fashion with her label. After studying at Central Saint Martins and assisting Stella McCartney at Chloé, Philo joined Céline in 2001, redefining modern women's fashion with her clean lines and timeless designs.
- **Vivienne Westwood**, the punk icon, disrupted fashion norms with her provocative designs and bold activism. Her stores, including the legendary 'SEX,' were hubs for the punk movement in London. Westwood's ethos of sustainability and conscious consumption continues to inspire the fashion industry.

## Appendix 8

### Insiders

- **Dana Perlman:** With a proven track record of executive leadership and strategic prowess, Dana Perlman stands as a formidable candidate to lead G-III into its next phase of growth. As Executive Vice President and Chief Growth and Operations Officer, Perlman has demonstrated her ability to navigate complex business landscapes and drive tangible results. With a background that spans executive roles at PVH Corp. and experience in investment banking, Perlman brings a unique blend of strategic vision and financial acumen to the table. Her leadership style, marked by innovation and forward-thinking, aligns seamlessly with G-III's ethos of creativity and excellence. Perlman's dynamic leadership and commitment to driving sustainable growth make her a compelling choice to take the helm as Chairman of the Board and Chief Executive Officer, steering G-III towards continued success in the ever-evolving retail landscape.

### Outsiders

- **Chip Bergh**, President, and CEO of Levi's is renowned for his expertise in brand management and global outreach. With a background in executive leadership, he has played a pivotal role in growing revenues and driving marketing efforts for iconic brands. Bergh's notable achievements include his work with Proctor and Gamble to enhance the Gillette business in regions like India, Southeast Asia, and Australasia. Recognized as one of the World's Greatest Leaders by Fortune Magazine in 2019, Bergh holds an undergraduate degree in international affairs from Lafayette College.
- **Calvin McDonald**, CEO of Lululemon Athletic Inc., brings extensive retail experience to his role. Formerly CEO of Sephora Americas, McDonald has also held positions at Sears Canada and Loblaw Companies Limited. Known for his growth-oriented leadership style, McDonald's focuses on scaling organizations, rebranding, and innovating marketing strategies to enhance customer engagement. He holds an MBA from the University of Toronto and an undergraduate degree from Western University.
- **Sandra Stangl**, President, and CEO of Banana Republic is recognized for her innovative approach to brand building. Leading the Banana Republic through strategic changes, Stangl aims to revitalize the brand and expand its global presence. With previous experience at Restoration Hardware, Gap Inc., Williams Sonoma, and Pottery Barn, she brings a wealth of expertise in merchandising and business development. Stangl holds a bachelor's degree in design and applied arts from the University of California, Los Angeles.
- **Lizanne Kindler**, CEO of Talbots and Executive Chair of Ann Taylor, LOFT, and Lane Bryant's under Ascena, is known for her transformative leadership in business and brand development. With a focus on product innovation, digital strategy, and operational excellence, Kindler has successfully revitalized Talbots and served on the Board of Directors of the Federal Reserve Bank of Boston.

## Appendix 9

List of Comparable Acquisitions							
Date Announced	Acquirer	Target	Transaction Type	Target Business Description	Equity Value	Enterprise Value	LTM EBITDA
9/28/2023	Sycamore Partners Management, L.P.	Chico's FAS Inc	Acquisition	Chico's FAS, Inc. operates as an omnichannel specialty retailer of women's private branded casual-to-dressy clothing, intimates, and complementary accessories in the United States, Puerto Rico, Virgin Islands; and franchise locations in Mexico and domestic airports	938	1,359	175
8/10/2023	Tapestry Inc	Capri holdings	Acquisition	Capri Holdings Limited designs, markets, distributes, and retails branded women's and men's apparel, footwear, and accessories in the United States, Canada, Latin America, Europe, the Middle East, Africa, and Asia.	6,629	10,092	914
8/16/2022	Authentic Brands Group LLC	Ted Baker Plc	Acquisition	Ted Baker Plc engages in the design, wholesale, and retail of menswear, womenswear, and accessories under the Ted Baker brand in the United States, the United Kingdom, rest of Europe, Canada, and South Africa.	246	409	(9)
5/8/2017	Coach, Inc. (Inka:Tapestry, Inc.)	Kate Spade & Company	Acquisition	Kate Spade & Company, together with its subsidiaries, designs and markets apparel and accessories.	2,386	2,342	233
5/18/2015	Ascena Retail Group, Inc. (Inka:Mahwah Bergen Retail Group, Inc.)	ANN Inc.	Acquisition	ANN INC., through its subsidiaries, engages in the retailing of women's apparel, shoes, and accessories under the Ann Taylor and LOFT brands.	2,355	2,178	236
5/23/2013	Apax Partners LLP	rue21, Inc.	Acquisition	rue21, Inc. operates as a specialty retailer of junior girls and young men's apparel and accessories.	1,023	967	102
10/31/2012	PVH Corp	Warnaco Group Inc.	Acquisition	The Warnaco Group, Inc., together with its subsidiaries, designs, sources, markets, licenses, and distributes a line of intimate apparel, sportswear, and swimwear products.	2,841	2,800	296

**G-III Apparel Group  
Precedent Transactions Analysis**  
(\$ in millions)

Date Announced	Acquirer	Target	Transaction Type	Purchase Consideration	Equity Value	Enterprise Value	Enterprise Value /			LTM EBITDA Margin	LTM Net Income	Days Prior to Unaffected	Premiums Paid
							LTM Sales	LTM EBITDA	LTM EBIT				
9/28/2023	Sycamore Partners Management, L.P.	Chicco FAS Inc	Acquisition	Cash	938	1,359	0.6x	7.7x	10.5x	8%	9.6x	65%	66% 47%
8/10/2023	Tapestry Inc	Capri Holdings	Acquisition	Cash	6,629	10,092	1.8x	11.0x	13.8x	17%	11.5x	65%	61% 57%
3/16/2022	Authentic Brands Group LLC	Ted Baker Plc	Acquisition	Cash	246	409	0.7x	N/M	N/M	-2%	N/M	18%	33% 37%
5/8/2017	Coach, Inc. (Inka:Tapestry, Inc.)	Kate Spade & Company	Acquisition	Cash	2,336	2,342	1.7x	10.1x	12.6x	17%	16.3x	9%	10% -6%
5/18/2015	Ascena Retail Group, Inc. (Inka:Mahwah Bergen Retail Group, Inc.)	ANN Inc.	Acquisition	Cash and Stock	2,355	2,178	0.9x	9.2x	17.9x	9%	32.2x	21%	21% 23%
5/23/2013	Apax Partners LLP	rue21, Inc.	Acquisition	Cash	1,023	957	1.1x	9.5x	14.4x	11%	23.5x	23%	25% 42%
10/31/2012	PVH Corp	Warnaco Group Inc.	Acquisition	Cash and Stock	2,841	2,800	1.2x	9.5x	12.1x	12%	28.9x	34%	31% 33%
<b>Mean</b>					<b>1.1x</b>	<b>9.5x</b>	<b>13.5x</b>	<b>10%</b>	<b>20.3x</b>	<b>34%</b>	<b>35%</b>	<b>33%</b>	
<b>Median</b>					<b>1.1x</b>	<b>9.5x</b>	<b>13.2x</b>	<b>11%</b>	<b>19.9x</b>	<b>23%</b>	<b>31%</b>	<b>37%</b>	
<b>High</b>					<b>1.8x</b>	<b>11.0x</b>	<b>17.9x</b>	<b>17%</b>	<b>32.2x</b>	<b>65%</b>	<b>66%</b>	<b>57%</b>	
<b>Low</b>					<b>0.6x</b>	<b>7.7x</b>	<b>10.5x</b>	<b>-2%</b>	<b>9.6x</b>	<b>9%</b>	<b>10%</b>	<b>-6%</b>	

Source: Company filings

## Appendix 11

### Sources and Uses of Funds

22% Premium/ 5.0x -

Financing Structures						
Sources of Funds	Structure 1	Structure 2	Structure 3	%	Structure 4	
Revolving Credit Facility Size	\$468.9	\$312.2	\$351.7		\$156.1	
Revolving Credit Facility Draw	234.5	156.1	175.8	9%	78.0	
Term Loan A	246.2	277.5	123.1	6%	69.4	
Term Loan B	41.0	104.1	41.0	2%	26.0	
Senior Notes	527.5	346.9	348.2	17%	260.2	
Equity Contribution	471.5	636.2	832.5	41%	1,087.1	
Cash on Hand	507.8	507.8	507.8	25%	507.8	
<b>Total Sources of Funds</b>	<b>\$2,028.5</b>	<b>\$2,028.5</b>	<b>\$2,028.5</b>		<b>\$2,028.5</b>	
Uses of Funds						
Equity Purchase Price	\$1,587.6	\$1,587.6	\$1,587.6	78%	\$1,587.6	
Repay Existing Bank Debt	408.8	408.8	408.8	20%	408.8	
Financing Fees	32.1	32.1	32.1	2%	32.1	
<b>Total Uses of Funds</b>	<b>\$2,028.5</b>	<b>\$2,028.5</b>	<b>\$2,028.5</b>		<b>\$2,028.5</b>	

71% Premium/ 7.0x -

Financing Structures						
Sources of Funds	Structure 1	Structure 2	Structure 3	%	Structure 4	
Revolving Credit Facility Size	\$468.9	\$312.2	\$351.7		\$156.1	
Revolving Credit Facility Draw	234.5	156.1	175.8	7%	78.0	
Term Loan A	246.2	277.5	123.1	5%	69.4	
Term Loan B	41.0	104.1	41.0	2%	26.0	
Senior Notes	527.5	346.9	348.2	13%	260.2	
Equity Contribution	1,104.9	1,269.6	1,465.9	55%	1,720.5	
Cash on Hand	507.8	507.8	507.8	19%	507.8	
<b>Total Sources of Funds</b>	<b>\$2,661.9</b>	<b>\$2,661.9</b>	<b>\$2,661.9</b>		<b>\$2,661.9</b>	
Uses of Funds						
Equity Purchase Price	\$2,221.0	\$2,221.0	\$2,221.0	83%	\$2,221.0	
Repay Existing Bank Debt	408.8	408.8	408.8	15%	408.8	
Financing Fees	32.1	32.1	32.1	1%	32.1	
<b>Total Uses of Funds</b>	<b>\$2,661.9</b>	<b>\$2,661.9</b>	<b>\$2,661.9</b>		<b>\$2,661.9</b>	

## Appendix 12

### Debt Pricing Assumptions –

Debt Pricing for B+ Issuers		
Tranche	Avg. Max. Debt	
	Available	Notes
1st Lien	3.0x - 4.0x*	SOFR + 350bps-400bps
2nd Lien	4.8x	SOFR + 400bps-430bps
Senior Notes	NM	Coupon: 6.5% - 7.5%**
Senior Subordinated Notes (HY)	NM	Coupon: 8.5% - 9.5%**

Source: US Credit Markets Quarterly Wrap -01-Apr-2024 (Pitchbook); Global Credit Outlook 2024 (S&P CIQ)

**Note:**

**\*Debt/EBITDA Leverage Ratio for B+ Rated Issuers:**

Second-lien debt/EBITDA ratio: Around 4.8x, slightly higher than average for B+ rated companies. First-lien debt/EBITDA ratio: Not explicitly provided, but likely around 3x to 4x based on industry trends and multiples provided for BB/BB- credit rating.

**\*\*Coupon Rates for Bonds Issued by B+ Rated Issuers:**

Estimated to be in the range of 6.5% to 7.5% for Secured Notes, and 8.5% to 9.5% for Unsecured Notes, based on credit rating differential and market conditions, derived from coupon rates for similar-rated issuers.

*The following pricing information has been derived from the financing structure that Tapestry was able to secure to acquire Capri Holdings. Despite the transaction not being closed yet, this analysis serves as a guide to what could potentially be the cost of financing & debt multiples for different tranches.*

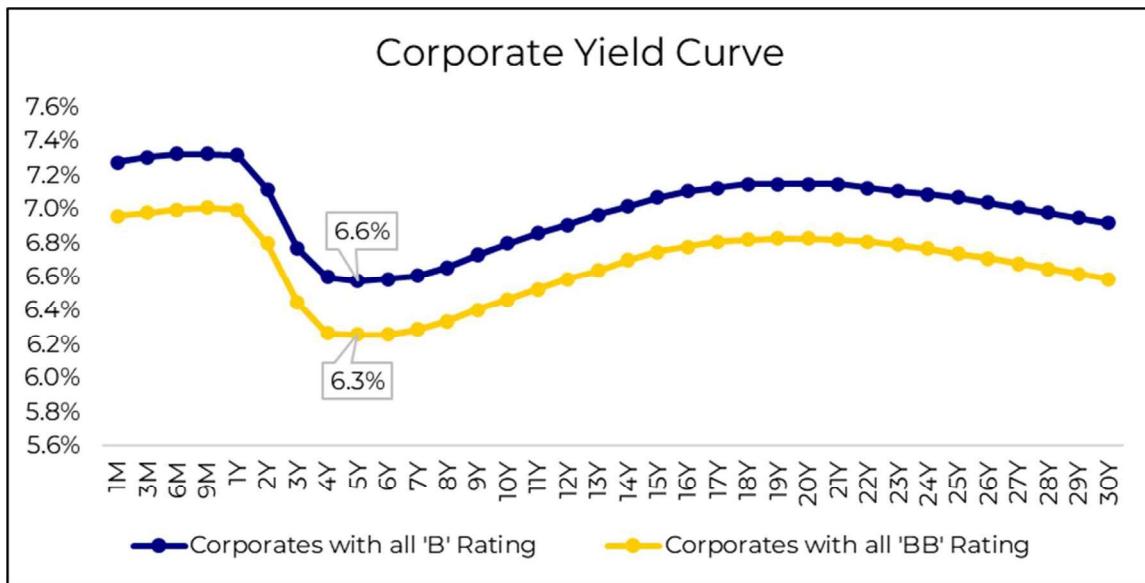
Benchmark - Availability & Pricing			
Tranche	Avg. Max. Debt		
	Available	Maturity	Notes
Revolving Credit Facility	1.48x	3.0Y	S + 131.25bps + 10bps CSA (F: 0%)
Term Loan (3Y) - A	0.78x	3.0Y	S + 125bps + 10bps CSA (F: 0%)
Term Loan (5Y) - B	0.26x	5.0Y	S + 137.5bps + 10bps CSA (F: 0%)
Senior Notes	3.32x	5.4Y	Spread: T+282bps
Senior Notes - Euro	1.20x	4.6Y	Spread: Euro Gov bond Yield+282bps
Senior Subordinated Notes (Bridge)	0.74x	NM	NM

Source: Pitchbook

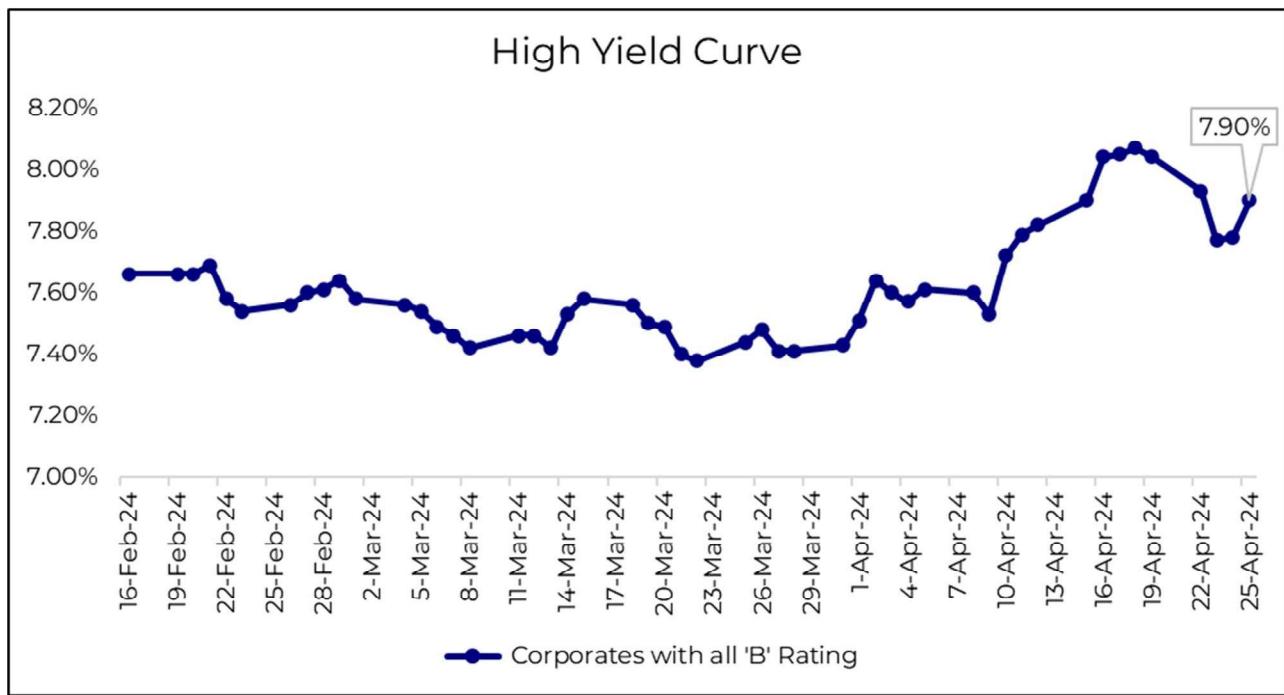
**Note:**

This BenchMark is derived from the actual financing structure Tapestry Inc. was able to secure for the Capri Holdings acquisition. (Tapestry rated 'BBB', and Capri rated 'BBB-')

### Appendix 13



Note: All In Yield - Semi-Annual Compounding - 4/27/2024



Source: ycharts

## Appendix 14

### Base Case Revenue Estimates

	FY2024 -Current	FY2025	FY2026	FY2027	FY2028	FY2029
<b>Sales Breakdown</b>						
Proprietary Brands	2,068.05	2,326.55	2,559.21	2,879.11	2,936.69	2,966.06
Licensed Brands	1,111.63	810.92	510.67	210.89	226.71	249.38
<b>FY2023 Net Sales</b>	<b>3,179.68</b>	<b>3,137.48</b>	<b>3,069.88</b>	<b>3,090.00</b>	<b>3,163.40</b>	<b>3,215.44</b>
Revenue From Ck & TH	929.46 30.0%	619.64 20.0%	309.82 10.0%	- 0.0%	- 0.0%	- 0.0%
Revenue From Other Licensed Brands	182.17	191.28	200.85	210.89	226.71	249.38
<b>Total Revenue From licensed Brands</b>	<b>1,111.63</b>	<b>810.92</b>	<b>510.67</b>	<b>210.89</b>	<b>226.71</b>	<b>249.38</b>

### PVH Licensing Agreements Expiration

Expirations	#
FY2024 - Expirations	2
FY2025 - Expirations	6
FY2026 - Expirations	6
FY2027 - Expirations	2
<b>Total</b>	<b>16</b>

### Projected Income Statement

	Historical Period				Pro forma 2024	Projection Period				
	2021	2022	2023	01/31/2024		Year 1 2025	Year 2 2026	Year 3 2027	Year 4 2028	Year 5 2029
<b>Sales</b>	<b>\$2,766.5</b>	<b>\$3,226.7</b>	<b>\$3,098.2</b>	<b>\$3,098.2</b>	<b>\$3,196.8</b>	<b>\$3,155.2</b>	<b>\$3,202.5</b>	<b>\$3,298.6</b>	<b>\$3,414.1</b>	<b>\$3,475.5</b>
% growth	NA	16.6%	(4.0%)	NA	3.2%	(1.3%)	1.5%	3.0%	3.5%	1.8%
Cost of Goods Sold	1,778.3	2,125.6	1,856.4	1,856.4	1,910.4	1,886.8	1,883.1	1,906.6	1,939.2	1,939.3
<b>Gross Profit</b>	<b>\$988.2</b>	<b>\$1,101.1</b>	<b>\$1,241.8</b>	<b>\$1,241.8</b>	<b>\$1,286.4</b>	<b>\$1,268.4</b>	<b>\$1,319.4</b>	<b>\$1,392.0</b>	<b>\$1,474.9</b>	<b>\$1,536.2</b>
% margin	35.7%	34.1%	40.1%	40.1%	40.2%	40.2%	41.2%	42.2%	43.2%	44.2%
Selling, General & Administrative	648.0	833.2	924.2	924.2	997.3	1,032.9	1,086.2	1,102.3	1,123.8	1,126.7
% sales	23.4%	25.8%	29.8%	29.8%	31.2%	32.7%	33.9%	33.4%	32.9%	32.4%
Other Expense / (Income)	-	-	-	-	-	-	-	-	-	-
<b>EBITDA</b>	<b>\$340.2</b>	<b>\$267.9</b>	<b>\$317.6</b>	<b>\$317.6</b>	<b>\$289.1</b>	<b>\$235.5</b>	<b>\$233.2</b>	<b>\$289.7</b>	<b>\$351.1</b>	<b>\$409.5</b>
% margin	12.3%	8.3%	10.3%	10.3%	9.0%	7.5%	7.3%	8.8%	10.3%	11.8%
Depreciation	27.6	27.8	27.5	27.5	33.1	31.6	32.0	33.0	34.1	34.8
Amortization	-	-	-	-	-	-	-	-	-	-
<b>EBIT</b>	<b>\$312.6</b>	<b>\$240.1</b>	<b>\$290.1</b>	<b>\$290.1</b>	<b>\$256.1</b>	<b>\$203.9</b>	<b>\$201.2</b>	<b>\$256.7</b>	<b>\$316.9</b>	<b>\$374.8</b>
% margin	11.3%	7.4%	9.4%	9.4%	8.0%	6.5%	6.3%	7.8%	9.3%	10.8%
<b>Total Interest Expense</b>					<b>\$62.5</b>	<b>\$59.1</b>	<b>\$51.2</b>	<b>\$41.8</b>	<b>\$35.0</b>	<b>\$34.7</b>
Interest Income	-	-	-	-	-	-	-	-	-	-
<b>Net Interest Expense</b>						<b>\$59.1</b>	<b>\$51.2</b>	<b>\$41.8</b>	<b>\$35.0</b>	<b>\$34.7</b>
Earnings Before Taxes					256.1	144.8	150.0	214.9	281.9	340.0
Income Tax Expense					-	30.4	31.5	45.1	59.2	71.4
<b>Net Income</b>					<b>\$256.1</b>	<b>\$114.4</b>	<b>\$118.5</b>	<b>\$169.8</b>	<b>\$222.7</b>	<b>\$268.6</b>
% margin					8.0%	3.6%	3.7%	5.7%	6.5%	7.7%
<b>EPS</b>					<b>\$ 5.60</b>	<b>\$ 2.50</b>	<b>\$ 2.59</b>	<b>\$ 3.72</b>	<b>\$ 4.87</b>	<b>\$ 5.88</b>

## Appendix 15

### Base Case

Credit Statistics	2025	2026	2027	2028	2029
% Debt / Total Capitalization	52.8%	47.0%	40.9%	32.1%	28.6%
EBITDA / Cash Interest Expense	5.1x	4.5x	5.2x	8.1x	11.8x
(EBITDA - Capex) / Cash Interest Expense	6.0x	3.5x	4.1x	7.0x	10.4x
EBITDA / Total Interest Expense	4.6x	4.0x	4.6x	6.9x	10.0x
(EBITDA - Capex) / Total Interest Expense	5.4x	3.2x	3.6x	5.9x	8.9x
Senior Secured Debt / EBITDA	2.0x	2.1x	1.7x	0.8x	0.7x
Senior Debt / EBITDA	3.2x	3.6x	3.2x	2.0x	1.7x
Total Debt / EBITDA	3.2x	3.6x	3.2x	2.0x	1.7x
Net Debt / EBITDA	3.2x	3.6x	3.2x	2.0x	1.0x

### Upside Case

Credit Statistics	2025	2026	2027	2028	2029
% Debt / Total Capitalization	52.8%	48.2%	41.5%	31.0%	26.0%
EBITDA / Cash Interest Expense	5.2x	4.1x	5.6x	9.9x	17.7x
(EBITDA - Capex) / Cash Interest Expense	6.1x	3.2x	4.3x	8.4x	16.3x
EBITDA / Total Interest Expense	4.6x	3.7x	4.9x	8.5x	15.1x
(EBITDA - Capex) / Total Interest Expense	5.5x	2.9x	3.8x	7.2x	13.9x
Senior Secured Debt / EBITDA	2.0x	2.4x	1.6x	0.7x	0.4x
Senior Debt / EBITDA	3.2x	3.9x	2.9x	1.6x	1.1x
Total Debt / EBITDA	3.2x	3.9x	2.9x	1.6x	1.1x
Net Debt / EBITDA	3.2x	3.9x	2.9x	1.5x	0.4x

### Crisis Case

Credit Statistics	2025	2026	2027	2028	2029
% Debt / Total Capitalization	52.8%	47.6%	45.9%	33.3%	30.1%
EBITDA / Cash Interest Expense	5.1x	4.1x	3.3x	8.1x	8.8x
(EBITDA - Capex) / Cash Interest Expense	6.0x	3.2x	2.6x	7.2x	7.7x
EBITDA / Total Interest Expense	4.6x	3.7x	2.9x	7.0x	7.5x
(EBITDA - Capex) / Total Interest Expense	5.4x	2.9x	2.3x	6.3x	6.6x
Senior Secured Debt / EBITDA	2.0x	2.3x	3.1x	0.8x	0.9x
Senior Debt / EBITDA	3.2x	3.9x	5.3x	1.9x	2.2x
Total Debt / EBITDA	3.2x	3.9x	5.3x	1.9x	2.2x
Net Debt / EBITDA	3.2x	3.9x	5.3x	1.9x	1.5x

## Appendix 16

<b>Adjusted Present Value</b>	
PV of Unlevered Firm	\$ 3,033.26
Total Present Value of FCF from Interest Tax Shield	\$ 50.78
Estimated Cost of Financial Distress	\$ (146.20)
<b>Enterprise Value (APV)</b>	<b>\$ 2,937.84</b>
Less: Total Debt	(652.7)
Less: Preferred Stock	-
Less: Noncontrolling Interest	(2.3)
Plus: Cash and Cash Equivalents	507.8
<b>Implied Equity Value</b>	<b>\$ 2,790.6</b>
Fully Diluted Shares Outstanding	45.7
<b>Implied Share Price</b>	<b>\$ 61.06</b>

<b>Estimated Cost of Financial Distress</b>	
Estimated Credit Rating with additional debt	B+
Probability of financial Distress	19%
Cost of Bankruptcy (Percentage of Unlevered Firm Value)	25%
<b>Estimated Cost of Financial Distress</b>	<b>\$ 146.20</b>

### WACC & APV's Discount rate workings

<b>WACC Calculation</b>	
<b>Target Capital Structure</b>	
Debt-to-Total Capitalization	55.0%
Equity-to-Total Capitalization	45.0%
<b>Cost of Debt</b>	
Cost-of-Debt	7.6%
Tax Rate	21.0%
<b>After-tax Cost of Debt</b>	<b>6.0%</b>
<b>Cost of Equity</b>	
Risk-free Rate	4.7%
Market Risk Premium	4.1%
Levered Beta	2.27
<b>Cost of Equity</b>	<b>14.0%</b>
<b>WACC</b>	<b>9.6%</b>
<b>Discount Rate Computation</b>	
<b>Target Capital Structure</b>	
Debt-to-Total Capitalization	55.0%
Equity-to-Total Capitalization	45.0%
Debt to Equity Ratio	122%
<b>Cost of Debt</b>	
Cost-of-Debt	8.6%
Tax Rate	21.0%
<b>After-tax Cost of Debt</b>	<b>6.8%</b>
<b>Cost of Equity</b>	
Risk-free Rate	4.7%
Market Risk Premium	4.1%
Unlevered Beta	1.23
<b>Unlevered Cost of Equity</b>	<b>9.7%</b>
<b>Unlevered Cost of Equity</b>	
Levered Beta (5Y)	2.42
Unlevered Beta	1.23

Note: APV's Cost of debt is slightly higher considering the impact of a potential downgrade. Cost of Debt computed using default spread method for APV.

## Appendix 17

<b>Balance Sheet</b>							
	<b>Opening 2024</b>	<b>Pro Forma 2024</b>	<b>Projection Period</b>				
			<b>Year 1 2025</b>	<b>Year 2 2026</b>	<b>Year 3 2027</b>	<b>Year 4 2028</b>	<b>Year 5 2029</b>
Cash and Cash Equivalents	\$507.8	\$0.0	-	-	\$9.3	\$220.1	\$498.4
Accounts Receivable	562.4	562.4	572.7	581.3	587.4	598.6	599.9
Inventories	520.4	520.4	528.9	527.9	534.5	541.9	536.6
Prepays and Other Current Assets	69.7	69.7	71.0	72.0	74.2	76.8	78.2
<b>Total Current Assets</b>	<b>\$1,660.3</b>	<b>\$1,152.5</b>	<b>\$1,172.7</b>	<b>\$1,181.3</b>	<b>\$1,205.4</b>	<b>\$1,437.5</b>	<b>\$1,713.1</b>
Property, Plant and Equipment, net	55.1	55.1	72.4	89.0	97.2	103.2	103.2
Goodwill	-	39.6	39.6	39.6	39.6	39.6	39.6
Intangible Assets	662.0	662.0	662.0	662.0	662.0	662.0	662.0
Other Assets	303.8	303.8	303.8	303.8	303.8	303.8	303.8
Deferred Financing Fees	-	32.1	25.9	19.7	13.4	8.3	3.3
<b>Total Assets</b>	<b>\$2,681.2</b>	<b>\$2,245.1</b>	<b>\$2,276.3</b>	<b>\$2,295.3</b>	<b>\$2,321.5</b>	<b>\$2,554.3</b>	<b>\$2,825.1</b>
Accounts Payable	182.5	182.5	185.5	185.1	187.4	188.6	186.0
Accrued Liabilities	140.5	140.5	143.1	145.2	149.6	154.8	157.6
Other Current Liabilities	98.7	98.7	100.8	102.3	105.4	109.1	111.1
<b>Total Current Liabilities</b>	<b>\$421.8</b>	<b>\$421.8</b>	<b>\$429.4</b>	<b>\$432.7</b>	<b>\$442.4</b>	<b>\$452.5</b>	<b>\$454.6</b>
Revolving Credit Facility	6.9	182.8	93.8	-	-	-	-
Term Loan A	-	123.1	121.9	113.5	-	-	-
Term Loan B	-	41.0	40.4	39.8	-	-	-
Term Loan C	-	-	-	-	-	-	-
Existing Term Loan	8.8	-	-	-	-	-	-
2nd Lien	-	-	-	-	-	-	-
Senior Notes	-	348.2	348.2	348.2	348.2	348.2	348.2
Existing Senior Notes	400.0	-	-	-	-	-	-
Senior Subordinated Notes	-	-	-	-	-	-	-
Other Debt	234.8	234.8	234.8	234.8	234.8	234.8	234.8
Deferred Income Taxes	42.7	42.7	42.7	42.7	42.7	42.7	42.7
Other Long-Term Liabilities	15.8	15.8	15.8	15.8	15.8	15.8	15.8
<b>Total Liabilities</b>	<b>\$1,130.9</b>	<b>\$1,410.2</b>	<b>\$1,327.0</b>	<b>\$1,227.5</b>	<b>\$1,083.9</b>	<b>\$1,094.0</b>	<b>\$1,096.1</b>
Noncontrolling Interest	2.3	2.3	2.3	2.3	2.3	2.3	2.3
Shareholders' Equity	1,548.0	832.5	947.0	1,065.5	1,235.3	1,458.0	1,726.6
<b>Total Shareholders' Equity</b>	<b>\$1,550.3</b>	<b>\$834.8</b>	<b>\$949.3</b>	<b>\$1,067.8</b>	<b>\$1,237.6</b>	<b>\$1,460.3</b>	<b>\$1,728.9</b>
<b>Total Liabilities and Equity</b>	<b>\$2,681.2</b>	<b>\$2,245.1</b>	<b>\$2,276.3</b>	<b>\$2,295.3</b>	<b>\$2,321.5</b>	<b>\$2,554.3</b>	<b>\$2,825.1</b>

## Karthi Raj Prabhakar

Richardson, Texas, 75080; +1 (945) 243-0963; [karthirajprabhakar@gmail.com](mailto:karthirajprabhakar@gmail.com)  
<https://www.linkedin.com/in/karthirajprabhakar/>

### EDUCATION EXPERIENCE

<b>The University of Texas at Dallas, Dallas, TX</b>	May 2024
<i>Masters in finance</i>	<b>GPA 3.63</b>
<b>Bharathiar University, Coimbatore, India</b>	August 2020
<i>Bachelor of Commerce, Commerce</i>	<b>CGPA 7.20</b>

### CERTIFICATIONS AND TECHNICAL SKILL EXPERIENCE

Certifications:	Certified Management Accountant – CMA (Awaiting Certification) by IMA, Building competitive advantage through management accounting by IMA, Introduction to Digital Marketing by Concordia College, Bloomberg Market Concepts (BMC).
Analytical Tools:	MS Excel, MS Office, Tableau.
Software/ Databases:	Bloomberg Terminal, Refinitiv Eikon/Workspace, FactSet, S&P Capital IQ, Pitchbook.
Programming Languages:	Python, R.

### PROFESSIONAL EXPERIENCE

**Allegiance Capital Corporation, Dallas, TX** June 2023 – Present

*Intern – Mergers & Acquisitions*

- Utilized exemplary model-building skills and data-driven analysis to consolidate financial statements for a complex entity comprising three divisions, facilitating accurate financial assessments. Projected future cash flows to provide a comprehensive view of the entity's future financial prospects.
- Collaborated with senior bankers throughout the deal sourcing pipeline process, strategic screening for potential buyers, and identifying high growth & bootstrapped targets.
- Preparing client pitch decks, analyzing quarterly industry-specific M&A transaction activities, and putting them into PowerPoint decks as marketing tools for client outreach.

### ACADEMIC PROJECT EXPERIENCE

**Fairness Opinion (Capri Holdings – Tapestry Inc.)**

August 2023 – December 2022

*The University of Texas at Dallas*

- Led valuation analysis and Fairness Opinion preparation for Capri Holdings and Tapestry, Inc. merger, showcasing proficiency in financial modeling and strategic analysis.
- Conducted comprehensive industry research and merger consequences analysis, demonstrating expertise in identifying key market dynamics and evaluating deal synergies.
- Delivered compelling presentations to corporate finance executives, highlighting clear communication skills and ability to articulate complex financial concepts.
- Played a key role in valuation analysis and Fairness Opinion preparation for Capri Holdings and Tapestry, Inc. merger, resulting in winning performance recognized with a tombstone award for excellence in analytical prowess and presentation skills.

**Equity Research (Tesla)**

January 2023 – May 2023

*The University of Texas at Dallas*

- Created 3 statement financial models along with supporting schedules including one for capitalizing R&D Expenses (a major source for Tesla's Valuation) and valuation models using MS Excel (The Rosenbaum and Pearl Template) to find intrinsic value and found a relative price for Tesla's shares using a peer group of 10 companies from auto, Solar and software sectors.
- Projected volume deliveries five years into the future using information from 10ks, the Investor Relations page, and various other sources as guidance. Used it as a base to project revenues, expenses, EPS, free cash flow, and the overall growth rate.
- Used the Black-Scholes Option Pricing model to value Tesla's R&D expenses related to Full Self Driving as a real option. Synthesized the findings into an equity research report, providing insights into Tesla's valuation and growth prospects.

### ORGANIZATIONS

**Graduate Finance Management Council, UT Dallas**

June 2023 – Present

### ADDITIONAL INFORMATION

*Languages:* English, Tamil.

*Eligibility:* Eligible to work in the US for internships and full-time for up to 36 months.

# Juan M. Hernandez

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## Education

**UNIVERSITY OF TEXAS AT DALLAS** Dallas, TX  
*Masters of Business Administration and Masters of Science in Finance* Present  
Relevant Coursework: Financial Accounting, Financial Management, Financial Modeling for Valuation, Private Equity Finance, and Entrepreneurial Finance.

**SAM HOUSTON STATE UNIVERSITY** Huntsville, TX  
*B.S. Honors Degree in Biology with a Minor in Chemistry* May 2022  
Magna Cum Laude, Cumulative GPA: 3.72/4.0; Dean's List (2018-2022)

## Experience

**JPMORGAN CHASE & CO.** Allen, TX  
**Assistant Vice President, Private Client Banking** Nov 2023-Present  

- Cultivated and managed relationships with high net worth clients, delivering personalized financial guidance and solutions tailored to individual financial objectives.
- Conducted comprehensive financial assessments, analyzed client needs, and provided expert recommendations for suitable financial products and services.
- Identified and pursued opportunities for business expansion, driving new client acquisition, and actively promoted banking products.

**CHARLES SCHWAB CORPORATION** Westlake, TX  
**Senior Specialist, Derivatives Trading** Dec 2022-Nov 2023  

- Embrace a proactive approach to learning by consistently updating knowledge of financial markets and investment products such as equities, options, and fixed income.
- Conducted stress tests on portfolios to evaluate their resilience under various adverse market scenarios, providing essential insights for effective risk management and mitigation strategies.
- Performed meticulous technical analysis, such as analyzing market trends, studying economic indicators, and developing investment strategies that resulted in optimized portfolio performance.
- Diligent fundamental and technical research was conducted to provide guidance for clients on investment opportunities.

## Project

**Equity Research Report: Apple Inc.** Allen, TX  
**Financial Analyst** August 2023-Dec 2023  

- Studied and analyzed equity research reports authored by Laura Martin, CFA (2016) and Samik Chatterjee, CFA (2018) to gain insights into report structures, investment theses, valuation methodologies, and terminal growth rate assumptions.
- Developed a comprehensive forecasting model, beginning with the creation of an Operating Model. The years 2023-2028 were forecasted utilizing data from Bloomberg Business Intelligent, Capital IQ, the latest 10-K/10-Q filings, research reports and more. The model encompassed projections for global installed bases, AAPL product-specific bases, revenues, operating expenses, operating income, and key performance indicators.
- Performed a comparables company analysis to facilitate a trading multiples valuation. Along with this, an integrated financial statement was created with all previous listed valuation methods being dynamically linked to the operating model. The key assumptions, market insights, and valuation methodology was then compiled into a comprehensive written memo providing a target price for AAPL.

**Certifications:** SIE, Series 7 (TO), and Series 63.

**Technical:** ThinkorSwim, MS Word, Powerpoint, and Excel Proficient, Data Analysis, Arithmetic, Technical Writing.

# **Frederick Amoako Appiah**

Richardson, Texas, 75080; +1 972 626 4276; [Frederick.Appiah3@gmail.com](mailto:Frederick.Appiah3@gmail.com)  
<https://www.linkedin.com/in/frederick-appiah-5bb379188/>

## **Objective**

Highly skilled financial and administrative professional with extensive experience in customer service management and operational leadership in the real estate sector. Seeking to apply expertise in transaction management, customer relationship building, and problem-solving in a Bank Teller role, aiming to enhance client satisfaction and strengthen financial operations.

## **Education**

**The University of Texas at Dallas, United States of America**  
Master of Science, Finance | Expected December 2024

**Kwame Nkrumah University of Science and Technology, Ghana**  
Bachelor of Science in Administration, Accounting | June 2010

## **Professional Experience**

**Sage-Art Properties, Accra, Ghana**  
Business Development Manager | February 2021 – December 2022

- Developed and implemented customer service protocols which boosted client engagement by 50%.
- Managed complex financial transactions and reporting, ensuring accuracy and compliance with financial regulations.
- Led negotiations and strategic partnerships, fostering long-term business relationships and improving service delivery.

**Di-Maria Realty, Accra, Ghana**  
Realtor | January 2020 – January 2021

- Enhanced customer transaction processes, significantly reducing errors and improving client satisfaction.
- Handled financial transactions such as loan payments and deposit processing, closely mirroring bank teller duties.

**Sandy Lane Limited, Accra, Ghana**  
General Manager | January 2012 – October 2019

- Directed operations with a focus on financial management and client service, achieving a high client retention rate.
- Managed daily financial operations, including cash handling, account management, and transaction verification.

**UHY Voscon Chartered Accountants, Accra, Ghana**  
Accountant | October 2010 – August 2011

- Performed financial analysis and reporting, ensuring accurate accounting practices and compliance.
- Detected and resolved financial discrepancies, safeguarding company assets and client investments.

## **Key Skills**

- Expert in Customer Relationship Management
- Strong Financial Acumen and Cash Handling
- Proficient in Conflict Resolution and Discrepancy Management

- Excellent Communication and Interpersonal Skills
- Proficient in Microsoft Office Suite
- Fluent in English

**Additional Information**

- Committed to ethical financial practices and maintaining the confidentiality of client information.

**Certifications**

- Considering certification in banking or financial services to further align with industry standards.