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Luxury Goods Market Update

June 2025

> Some people think luxury is the opposite of poverty. It is not. It is the opposite of vulgarity.
>
> Coco Chanel

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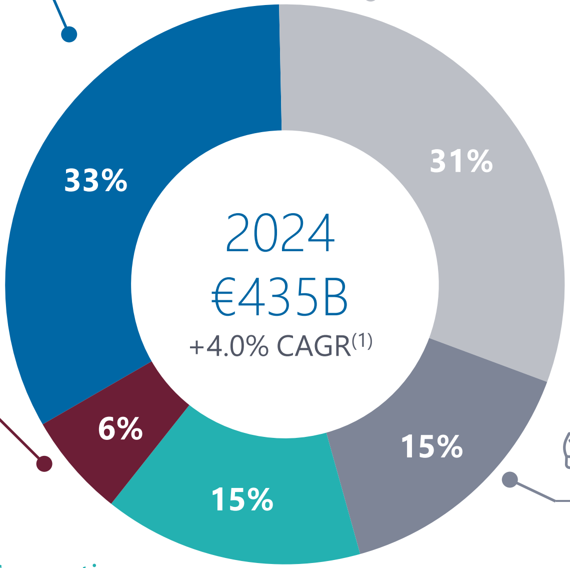
Overall Market Context

01

Global Luxury Market Snapshot

Luxury Watches & Jewellery
Market Size **€144.6B** 5-yr CAGR **+4.6%**

Luxury Fashion
Market Size **€133.5B** 5-yr CAGR **+3.7%**



Luxury Eyewear
Market Size **€27.4B** 5-yr CAGR **+2.1%**

Luxury Leather Goods
Market Size **€66.4B** 5-yr CAGR **+5.9%**

Luxury Cosmetics & Fragrances
Market Size **€63.1B** 5-yr CAGR **+2.6%**

Up by **+4%**, the global luxury goods sector has grown faster than the economy (2019–2024)

Expected to grow at approximately **4%**, reaching more than **€526** billion in 2029

~80% of industry growth was driven by price increases rather than volume increases

2.6x Luxury industry **economic profit** nearly tripled between 2019 and 2024

Gen Z could account for nearly a **third of luxury purchases** by 2030

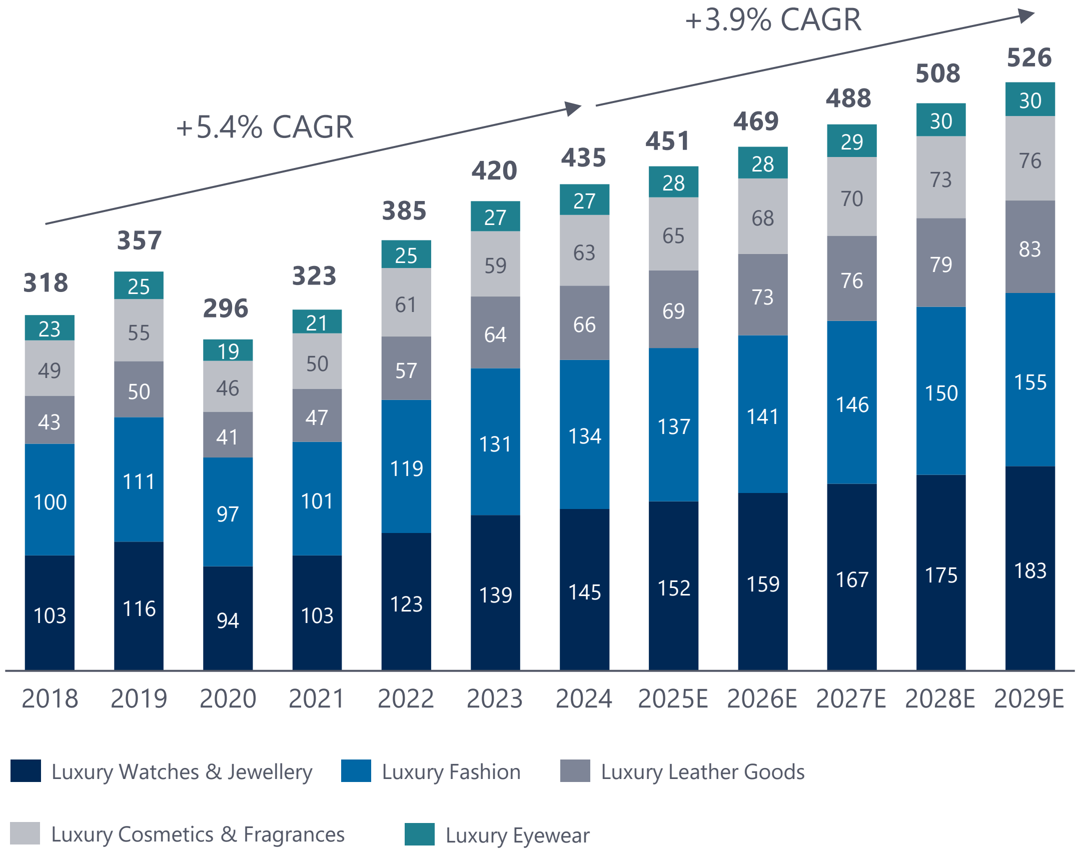
Almost **40%** from **U.S. and China**

Note: (1) 2019–2024 CAGR.
Sources: Statista Luxury Goods report, "The state of luxury" McKinsey report.

Long-Term Sector Performance Snapshot

Sector has a historical track record of strong resilience and growth

Global Luxury Market Size (in €B)



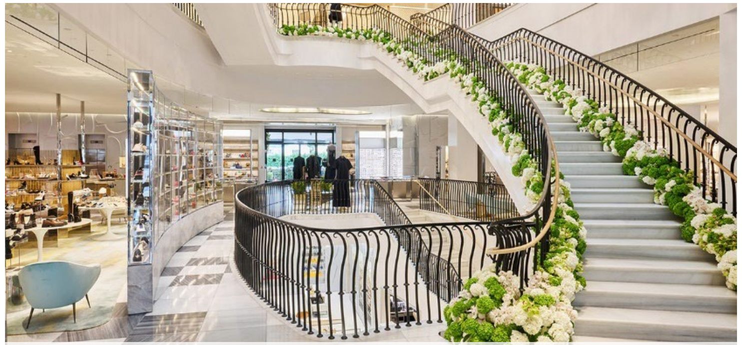
Source: Statista Luxury Goods report.

- After a slowdown in 2020 and 2021 due to COVID-19, all segments recovered to pre-COVID-19 levels in 2022
- Post-COVID-19, the luxury market continued to thrive, despite broader market uncertainty
- Strong growth from leather goods as well as jewellery and watches as consumers prioritised investment categories

Market Spotlight—U.S. and China

The U.S. and China are still the world's largest markets despite recent challenges

- While the U.S. luxury goods market has been **decelerating and not the main driver of growth** in the past few years, it still represents the **largest market for luxury goods globally**
- The strong U.S. demand during COVID-19 was mainly driven by **rising asset prices** (stock market, housing market, crypto, etc.) and **higher savings rates** (fuelled by COVID-19 restrictions)
- Going forward, **higher consumer confidence levels** should lead to single-digit growth in the U.S.



Saks Fifth Avenue Beverly Hills opened a new location on 8 February 2024

- Now the world's second-largest market for luxury goods, **China drove luxury growth for much of the past decade**
- While the ultra-wealthy segment remains resilient, middle-class consumers have been the real force behind the growth
- Recently, the Chinese luxury market has faced a **more challenging environment due to broader economic turbulence**

Structural drivers behind Chinese luxury market

Overall **growing wealth** and **expanding middle class**

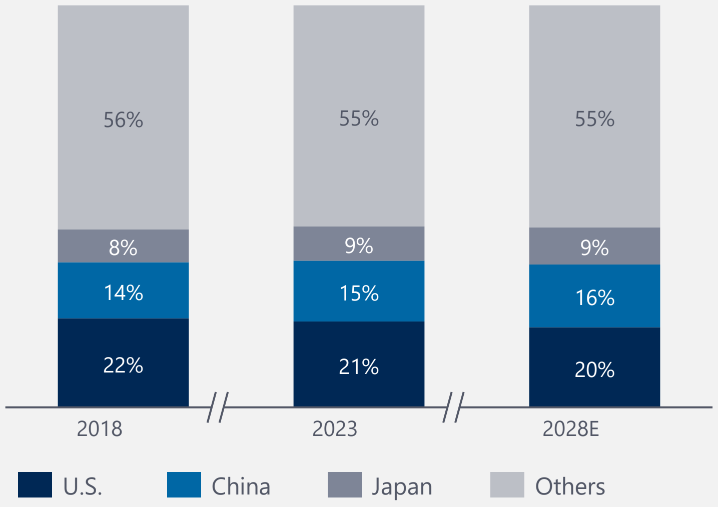
Customers increasingly shifting their attention towards **"home-grown" local companies**

Consumers (especially middle-class) focusing on **less frequent**, but **higher-end purchases**

Social stratification fuels status-conscious buyers' desire for status symbols

The second-hand market is **becoming relevant;** thus, **resale values** are increasingly important

Luxury market share by top countries



Despite recent economic turbulence, it is anticipated that Chinese luxury market growth will outpace U.S. market growth between now and 2028

Sources: Morgan Stanley Research, selected press.

Market Spotlight—Middle East and India

The Middle East and India are emerging as dominant markets in the global luxury landscape

Middle East

A €12-billion market is expected to continue to grow at +11% p.a.

- Huge investment into the retail environment in the region (primarily shopping malls)
- Inbound tourism growth boosted by state-sponsored investment
- Increased demand from local young generations

Ranked 20th on the World's Wealthiest Cities Report 2023 (and home to more than 68,000 millionaires)

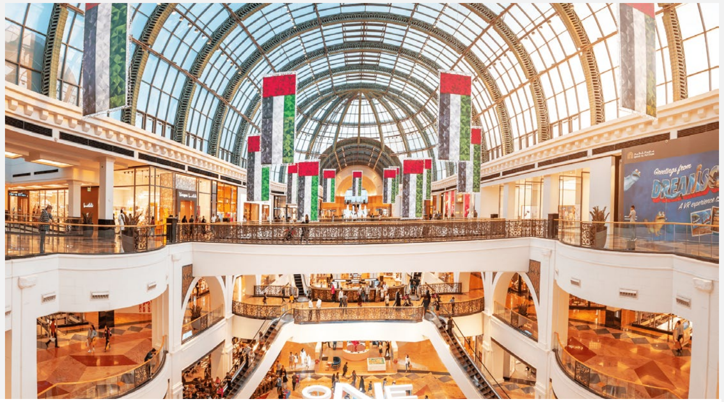
India

Approximately x3 expected growth between 2021 and 2031, driven by various factors

- Rise of wealthy population, one of the fastest growing
- Simplified taxation and logistics
- Increasing interest and investments from international brands
- Luxury real estate on the rise

According to Firstpost, the number of millionaires in India is projected to surge by 69% by 2027

Sources: BCG Fashion & Luxury Market report, selected press.



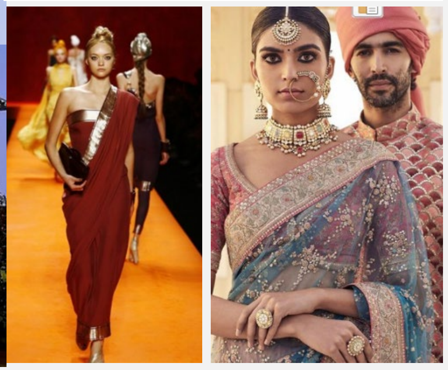
Dubai Mall is the world's largest destination for shopping, entertainment, and leisure, located next to the world's tallest building, the Burj Khalifa

Vogue Arabia

DUBAI FASHION WEEK

On 7 February 2023, Dubai Design District and the Arab Fashion Council announced the launch of the official fashion week, Dubai Fashion Week, formerly known as Arab Fashion Week

Hermes to launch limited edition $1,800 sarees in India in October

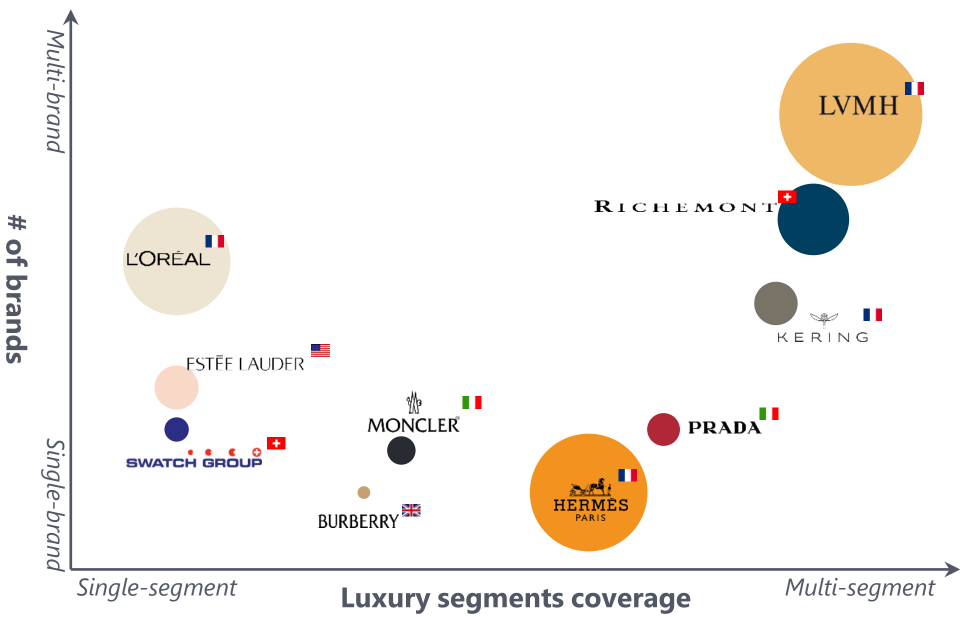


Luxury Goods Global Majors Snapshot

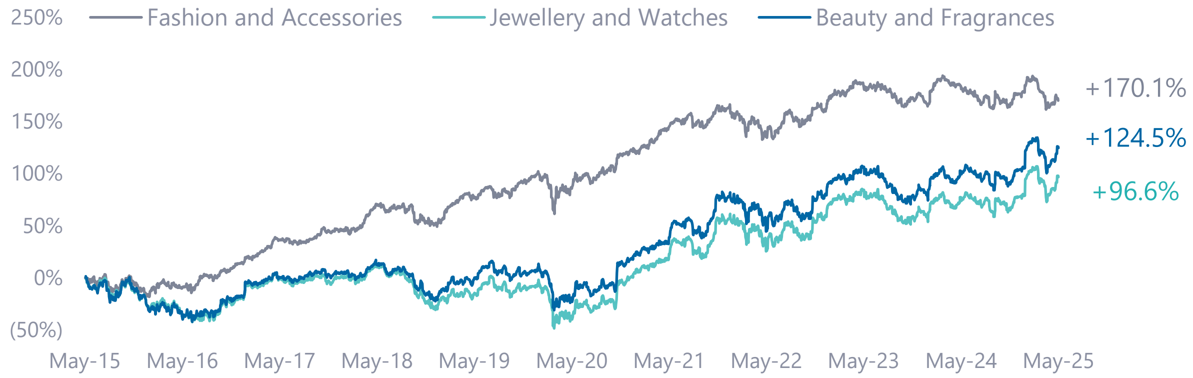
We believe the sector has 15 main, global listed players with a combined portfolio of over 150 brands. These players form the backbone of sector performance, trends and M&A activity—at the 2022 sector peak, their combined market cap was more than €700 billion

Segmentation of selected listed players

Market cap relative to the other players



Listed players share price development(1)



Fashion and Accessories	Jewellery and Watches	Beauty and Fragrances
Brunello Cucinelli, Burberry, Hermès Paris, Hugo Boss, Kering, LVMH, Moncler, Prada, Salvatore Ferragamo, tapestry, ZEGNA	Richemont, swatch	ESTĒE LAUDER, SHISEIDO

Other unlisted global majors of the Luxury Goods sector

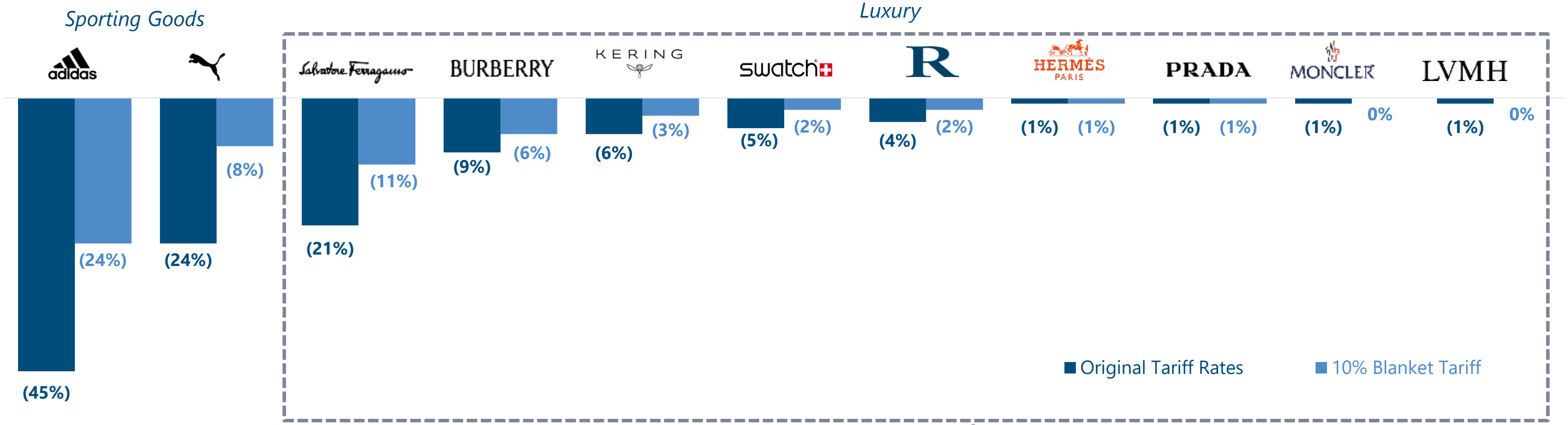
ARMANI · AUDEMARS PIGUET Le Brassus · CHANEL · Chopard · DOLCE & GABBANA · PATEK PHILIPPE GENEVE · TOD'S · ROLEX · ZIMMERMANN

Notes: Flag indicates headquarters; (1) Share price development calculated for each panel as the market cap-weighted average performance of the individual stock constituents
Source: Statista Luxury Goods report, CapIQ

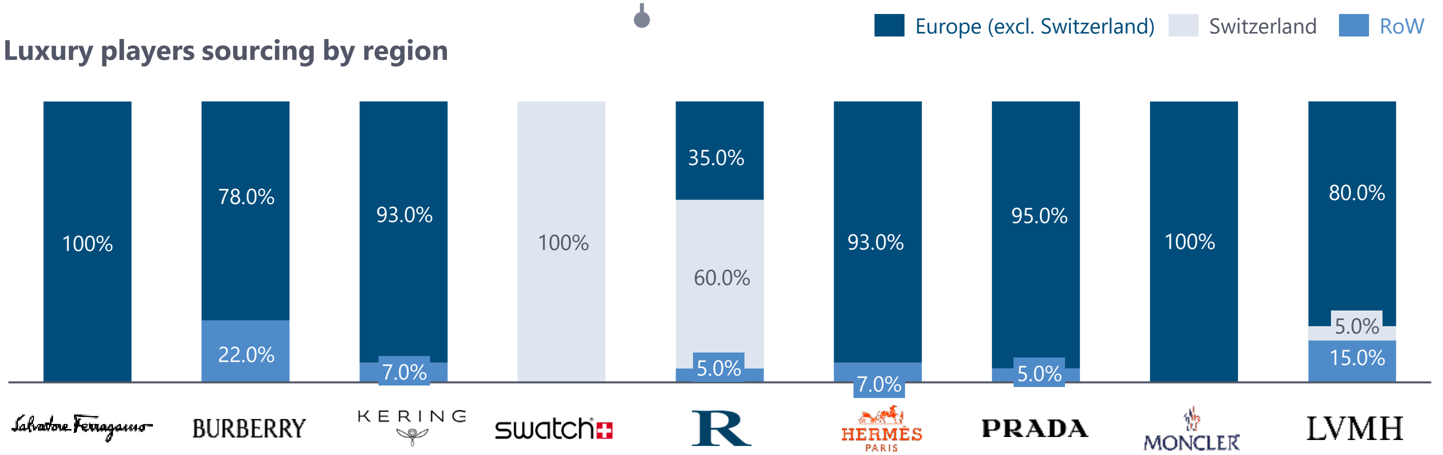
Tariffs: What Is the Impact on the Key Luxury Goods Players?

Limited impact expected given relative price inelasticity and geographical mix of luxury sales

Scenario analysis: percent impact on EBIT from tariffs, assuming companies do not adjust pricing or costs



Luxury players sourcing by region



Sources: Barclays, UBS analysis. Data as of 13 June 2025.

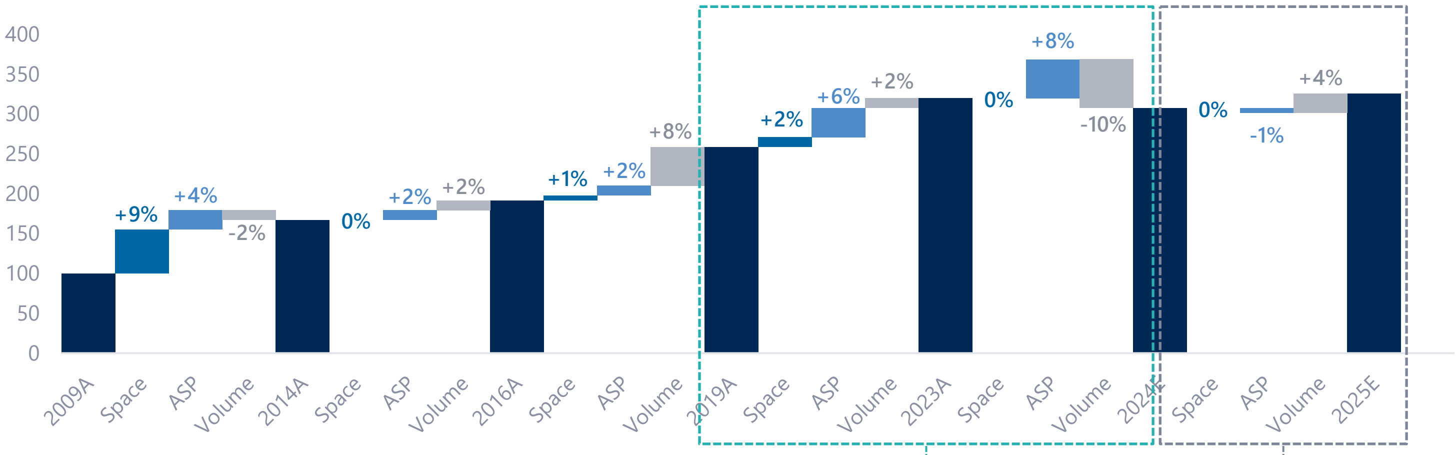
Commentary

- While tariffs may **temporarily dampen sentiment** and **discretionary spending** among **global luxury consumers**, the impact is expected to be **mitigated** by the **U.S. market's structural tailwinds**
- Indeed, despite holding **roughly a third of global wealth**, the U.S. accounts for **less than a quarter of global luxury sales**, indicating **material headroom for growth**. Over the medium term, **favourable demographic** and **sociological trends** are likely to **support continued sector expansion**, partially **offsetting short-term headwinds**
- Additionally, **pricing power across leading brands** is likely to **enable** at least a **partial mitigation** of **the tariff impact**, as the **price increases** needed to offset the new blanket tariffs are expected to be **modest**. This is further supported by **existing pricing architecture differentials** between the **U.S.** and **European markets**, which may **help absorb part of the pressure**

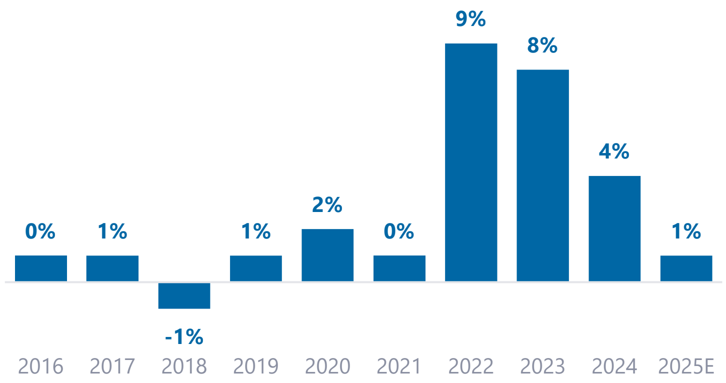
Pricing: Limitations on Upside From 2025 Onwards

Sector analysts indicate that the future scope for price increases as a driver of revenue growth is more limited than historical trends

Global luxury market: revenue drivers (2009A–2025E)



Global soft luxury: pricing changes (2016–2025E)



Commentary: 2019–2024

- From **2019 to 2024**, **ASP** has **driven 60%** of **luxury sector growth**
- **Strong price increases returned** to the sector in **2022–2023**, led by **leading luxury brands** such as CHANEL, Dior, Louis Vuitton, and Rolex. This enabled **smaller brands** in the industry to **follow suit**
- From **2024 onwards**, **overall revenue growth** was **negative** (ASP increased by 8% but volumes declined by 10%). This means that **compared** with **pre-COVID-19**, **volumes** are **flat** to **slightly negative** in the **industry overall**

Commentary: 2025 >

- Analyst commentary indicates that the **price increases seen** over the **past 5 years** have been **pushing** the **limit** of **digestion** by the **consumer**, and **volumes** have **begun** to **suffer**
- Brands will need to **introduce innovation/newness** in order to **re-energise volumes**, although **overall** the **sector** is **expected** to **grow**
- Analysts recently commented that **luxury companies might pass** on the **tariffs** in the form of **price increases** to **end consumers**, who tend to be **less sensitive** to **pricing** and **accustomed** to **regional price differentials**

Commentary: Soft Luxury

- In **2024**, the **average price increase** was **4%** on **soft luxury**
- In **2025**, some brands will be **more selective around price increases** (FX, regional adjustments, etc.) while **others** will **pause price increases** altogether
- Within such a **challenging landscape**, the **real point** will be around **volumes**. Luxury players will have to **prove** they are **able** to navigate through **broader macro weakness** impacting **luxury consumers** amid a **normalising backdrop**

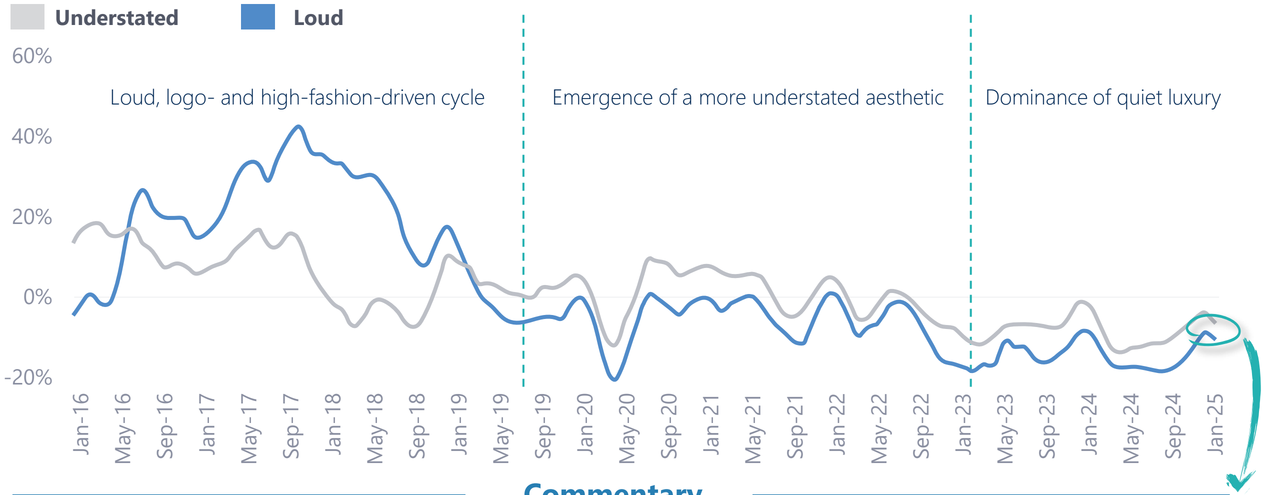
Sources: Bank of America report, broker reports, selected press.

'Quiet Luxury' Has Softened Volumes

'Quiet luxury' has been a preeminent luxury trend since late 2021, impacting overall volumes due to a perceived lack of innovation and lowering barriers for copycat products

Quiet luxury was likely aided by a weaker consumer backdrop from 2020 onwards, favouring buying products with more longevity

Brand leading indicator revenue growth of "loud" versus "understated" brands (weighted average three-month rolling growth). An environment with no logo also lowers barriers to entry and fuels dupes; therefore, fashion content and logos are important to reestablish stronger barriers to entry.

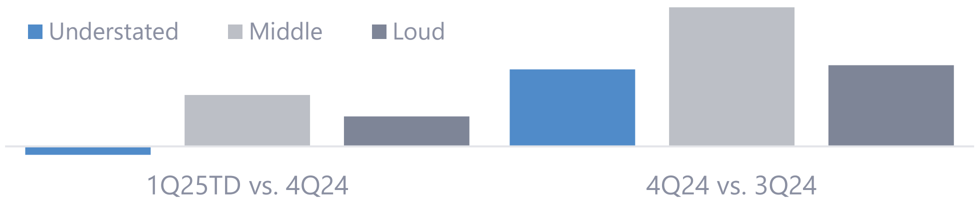


Commentary

- **Quiet luxury volumes** continue to **outperform "loud luxury"** (and have done so since 2019)
- However, BofA indicates that **this trend** has been **aided** by a **weaker consumer backdrop** and has **impacted broader sector volumes** by **reducing barriers** to entry and **narrowing** the **delta** to **premium apparel**
- This research also indicates that the **trend may have peaked** in **2024**, and that **"loud"** and **"middle" brands** may be **regaining relative momentum**
- There remains **plenty** of **sector commentary supporting** the **continuation** of the **quiet luxury trend** (e.g., the concept of **"luxury shame"** in **China**, in which consumers, influenced by economic uncertainty and social pressures, continue to lean towards **more discreet products** rather than items which could be perceived as **opulent**)

However, 2025 so far has seen an improvement in the momentum of "loud" brands which should lead to improved engagement and volumes

Brand leading indicator revenue growth of "loud" versus "understated" brands (weighted average three-month rolling growth)



In 1Q25TD, middle and loud brands accelerated versus 4Q24, while understated brands slowed

Loud

FENDI GUCCI

Off-White™ VERSACE

Understated

BOTTEGA VENETA

BRUNELLO CUCINELLI CELINE

HERMÈS PARIS

Middle

ARMANI FERRAGAMO

miu miu MONCLER

SAINT LAURENT

Source: Bank of America report.

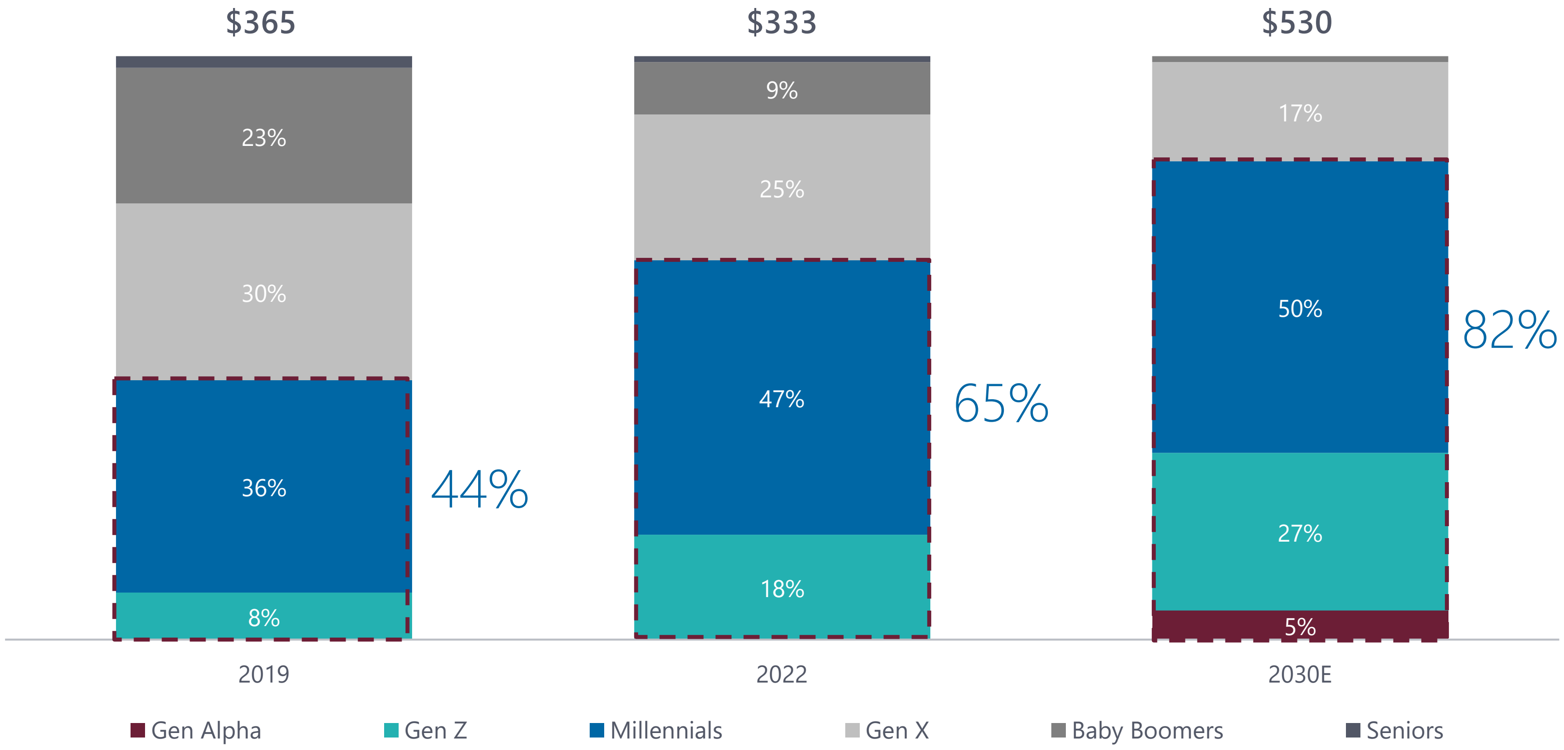
Evolving Consumer Demands in Luxury

02

Who Is the New Luxury Consumer?

Millennials and Gen Z already dominate luxury goods spending. The global wealth transfer will make them the wealthiest generations in history

Affluent Millennial and Gen Z consumers generated 65% of the total luxury market in 2022 and is expected to make up more than 80% by 2030[(1)]



Note: (1) Includes Gen Alpha.
Source: Bain & Co., Knight Frank.

The Gen Z demographic over-indexes compared with other consumer groups in terms of their expectations around future wealth prospects

Do you expect to see your wealth increase in the next 12 months?

65% of high-net-worth individuals said "Yes" in 2024

75% This figure increases to 75% for Gen Z high-net worths

Who Is the New Luxury Consumer? (cont.)

The rise of Millennials and Gen Z as the key drivers of luxury spending has resulted in the emergence of a 'new luxury' consumer

Old Luxury		New Luxury
Strong single-brand loyalty and lifelong customer commitment	>	**Fluid brand choices** and tendency to spend time finding inspiration
Emphasis on **status and recognition**	>	Luxury as a means for **self-expression and authenticity**
Signature branding/logos serve as an overt marker of luxury status	>	More **versatile designs with less reliance on logos/** branding, including more **minimalism**
Celebrity endorsements and aspirational marketing	>	Driven by community: **influence and digital creators**
Offline shopping and high-end retail experiences	>	**Immersive and digital-first** shopping experiences
Heritage and exclusivity through price and scarcity	>	**Responsible brands** with purpose and commitment to sustainability

How Are Luxury Brands Adapting to Evolving Consumer Priorities?

1. Evolving channel model
Brands are exploiting physical and digital shopping environments synergistically, with a clear role for each channel.

2. Lifestyle-focused brand positioning
The emergence of brand positioning strategies that focus on consumers' lifestyle aspirations through content-based visual storytelling, replacing traditional marketing, which has historically focused on product attributes.

3. Brand resale
Consumers increasingly see resale as a legitimate purchasing option in luxury with several advantages. Brands are capitalising by participating directly in the resale market.

4. Luxury x sport
Developing on the emergence of the independent athleisure trend from 2015 to 2021 the worlds of luxury fashion and sport have continued to converge through product collaborations and sponsorship deals involving major labels.

5. Hyper-personalisation
From custom designs to curated shopping experiences, personalisation and tailored services are gaining popularity, catering to individual shopper preferences.

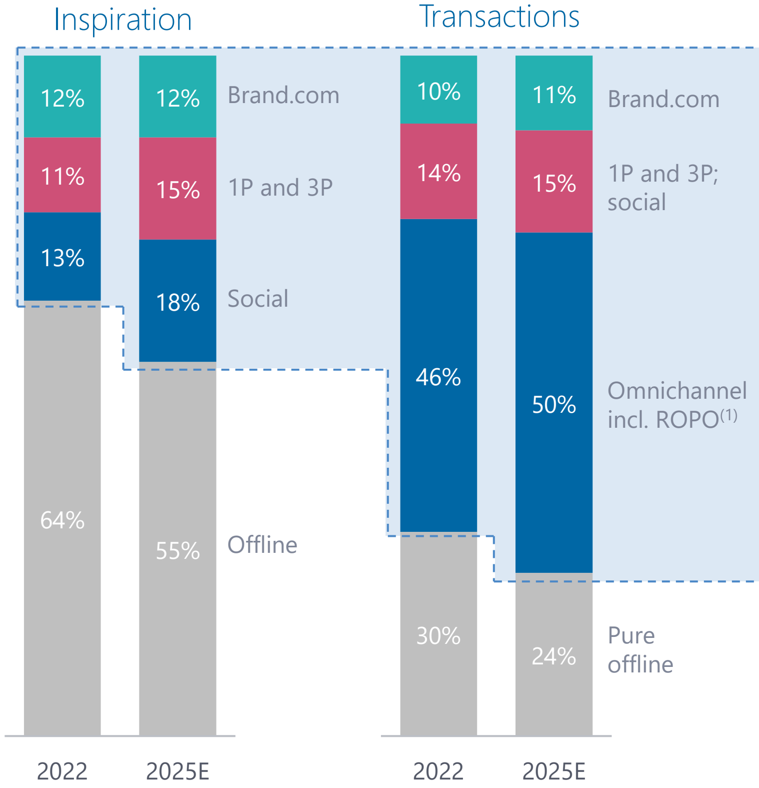
6. Artificial intelligence and machine learning
Technology is transforming the way luxury brands engage with customers and support the personalisation trend.

Evolving Channel Model

Brands are exploiting physical and digital shopping environments synergistically, with a clear role for each channel

How is the consumer purchasing journey evolving?

Even since the digital boom of 2020/2021, digital channels have played an ever-increasing role in consumers' purchasing decisions, both in terms of inspiration and transactions



Online:
More options available, convenience, more discounts available, accessibility

Offline:
Try and test products, tailored or bespoke experience

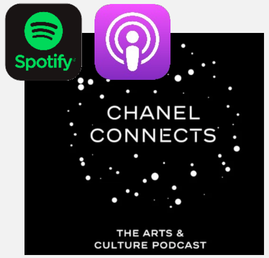
Note: (1) Research Online Purchase Offline.
Sources: Statista, BCG report, Business of Fashion.

How are brands adapting?

Brands continue to increase their adoption of 360-degree channel and communication strategies to create a cohesive shopping experience.

Seamless and consistent content across social media, website, and stores

CHANEL's website embeds fashion show clips and social media-driven campaigns, creating an immersive storytelling experience



Launched "CHANEL Connects," a new audio series where cultural visionaries discuss the future of fashion, art, and creativity. Available on Apple Podcasts, Spotify, and CHANEL's website

Direct connection between offline and online presence

Gucci uses QR codes on product tags and displays in store. Scanning the QR code on a product's tag directs customers to the Gucci website or app, where they can see more details, available sizes, and purchase options

Some Gucci QR codes allow users to virtually try on and unlock behind-the-scenes videos, fashion show clips, and special collection stories

Lifestyle-Focused Brand Positioning

The emergence of brand positioning strategies that focus on consumers' lifestyle aspirations through content-based visual storytelling, replacing traditional marketing which has historically focused on product attributes

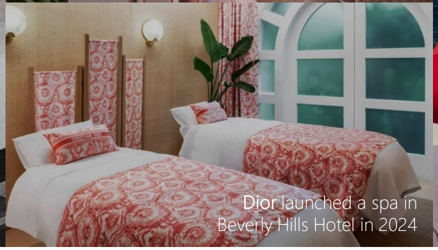
Heritage luxury fashion brands increasingly owning all lifestyle touch points

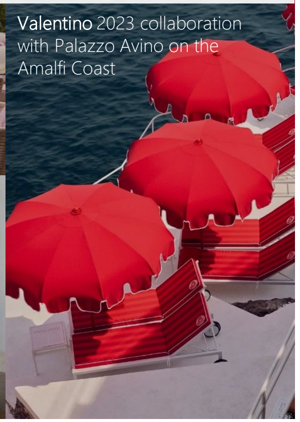
Immersive brand experiences

Creating hospitality and travel experiences

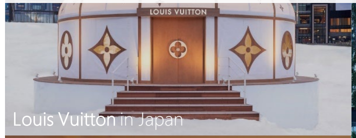

Armani Hotel Chain


Louis Vuitton reopened its restaurant in Saint Tropez for the 2024 season


Dior launched a spa in Beverly Hills Hotel in 2024


Valentino 2023 collaboration with Palazzo Avino on the Amalfi Coast

Creating immersive pop-ups in resort destinations


Louis Vuitton in Japan

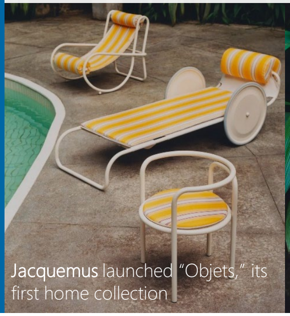

Acqua di Parma in Saint Tropez, France

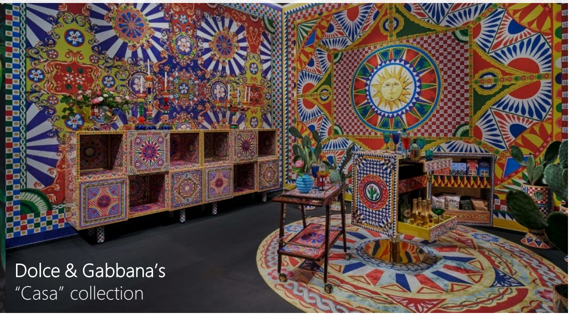

Loro Piana in Zermatt, Switzerland


Fendi in Ibiza

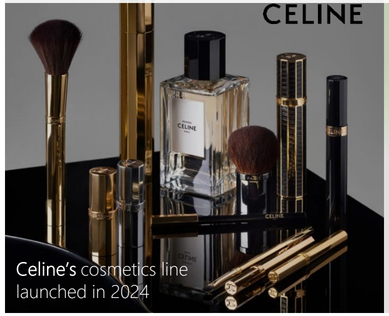
Product category expansion

Expansion into home/lifestyle category


Jacquemus launched "Objets," its first home collection


Dolce & Gabbana's "Casa" collection

Expansion into beauty/cosmetics category



Celine's cosmetics line launched in 2024

Prada launched a beauty line in 2023

Stella McCartney beauty line

Sources: Brands' websites, selected press.

Brand Resale

Consumers increasingly see resale as a legitimate purchasing option in luxury with several advantages. Brands are capitalising by participating directly in the resale market

Resale market snapshot

€35B
Second-hand luxury goods market size (2023)

45%–50%
of revenue from Europe

Second-hand vs. new luxury goods market evolution *(indexed to 100 in 2017)*

Note: (1) From WatchCharts and Morgan Stanley Research.
Sources: Bain & Co., the 2024 RealReal resale report, Robb Report, eBay Recommerce report.

Perceived advantages to the consumer

Sustainability
More than 50% of customers shop on Vestiaire Collective to reduce their environmental impact

Scarcity/rarity
Consumers' growing desire for unique, vintage, or hard-to-find items

In some cases, this leads to **resale items trading even above the recommended retail price (RRP)**, further cultivating brand equity in the minds of the consumer

Kelly, Hermès

Are selling for
50%
above market price
on The RealReal

Patek Philippe Aquanaut Collection

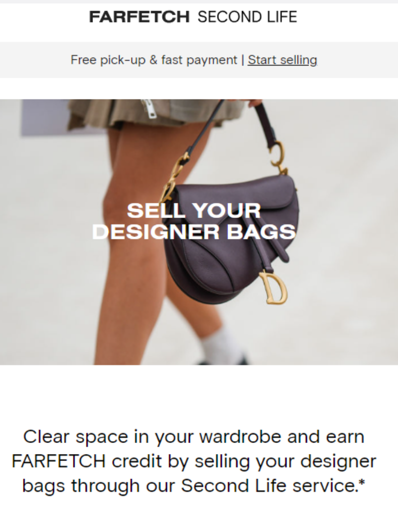
Was selling for
~75%
above market price
in January 2025(1)

Selfridges in London

More and more luxury brands and retailers are embracing the resale trend and trying to maintain value by partnering directly with second-hand players

The RealReal
Vestiaire Collective

Some retailers like Farfetch added a "second life" purchasing option to their websites…



Other luxury brands are going even further by launching their own resale platforms where you can purchase goods guaranteed and certified authentic by the brand itself. These authentication services can also be offered to other third-party platforms

Luxury x Sport

Building on the emergence of the athleisure trend from 2015 to 2021, the worlds of luxury fashion and sport have continued to converge through product collaborations and sponsorship deals involving major labels

2015–2021 → 2021 onwards

01 Rise of athleisure combining luxury fashion with sportswear

- The mix of fashion and function has sparked a big change in style. It's made luxury athletic wear a key component of the athleisure trend
- Mix of **quality, exclusivity, and style**. Consumers are looking for long-lasting, high-performance items
- Studies by Euromonitor International predict a global **athleisure market reaching a staggering $540 billion** by 2027
- The fashion world has seen **luxury sportswear brands grow rapidly**

alo | lululemon | VARLEY | ADANOLA

02 Big luxury brands collaboration with sportswear companies

Faced with a more discerning consumer, luxury houses have identified a **strategic goldmine in partnering with sportswear brands** in order to reach new, younger audiences

Gucci x Adidas

New Balance x Miu Miu

Reebok x Victoria Beckham

03 Luxury fashion and athletic wear have merged to create a hot trend in sportswear

LVMH is now a premium partner of the **Olympic Games** and **Formula 1**

CHANEL is the title sponsor of the **Oxford-Cambridge boat race**

Prada became the official partner of the **Chinese Women's National Football Team** and refreshed their outfits

Source: Selected press articles.

Hyper-Personalisation

From custom designs to curated shopping experiences, personalisation and tailored services are gaining popularity, catering to individual shopper preferences

Custom-designed clothing and jewellery uniquely crafted to reflect the customer's vision and taste

Personalise your Miss Dior, Sauvage, and Addict Lipstick choosing from charms, embroidery on a ribbon, or the Sauvage wooden cap for a creation unlike any other

Jewellery can be engraved, embossed, or etched with a monogram, date, or message to forever capture a special moment or memory

TIFFANY & CO.

A store section fully dedicated to product personalisation

Louis Vuitton

Made-to-Order

Bring your dream to life with bespoke design services.

Personalised shopping experience with recommendations, individualised service, and unique concepts

Gucci opened an exclusive salon by appointment only for its VIP clients where products presented are personalised based on the customer's tastes

Louis Vuitton launched a pop-up store in London, which can be experienced both in-person and virtually

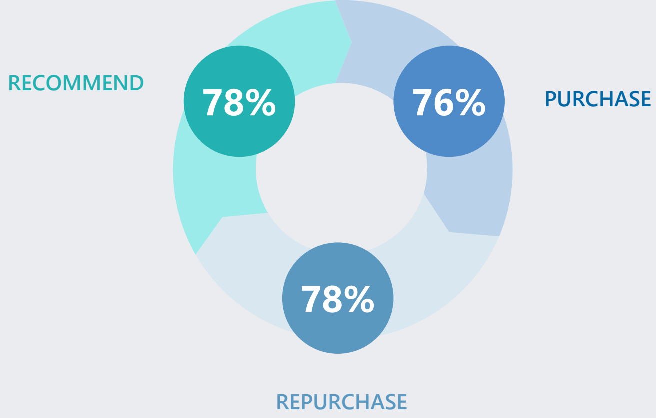
"The idea of AP House was not to design a shop. It was to design a home, a club. A concept that offers a bespoke experience to clients and collectors."

Ilaria Resta, Audemars Piguet CEO

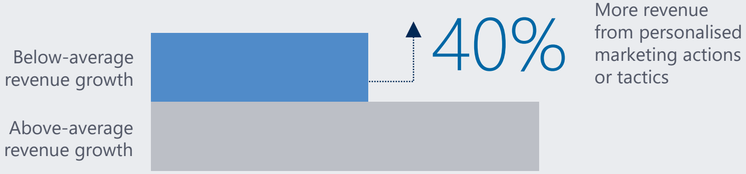
Sources: Statista, McKinsey.

Clear evidence that personalisation leads to improved purchasing intent and advocacy…

Percent of survey respondents who say that personalisation will lead them to recommend, purchase, and repurchase



…resulting in higher brand growth



"The more we know about online customers, the more we want to create an experience that feels a little bit more relevant to them — in the right way."

Danielle Schmelkin, Chief Information Officer at J.Crew Group

Artificial Intelligence and Machine Learning

Technology is transforming the way luxury brands engage with customers and support the personalisation trend

Improve personalised experience and customer profiling

Many luxury brands now offer an interactive and virtual experience to enhance and guide customers through the pre-purchase process

Farfetch leveraging Snapchat's AI-powered try-on feature

In partnership with Microsoft, Zegna launched the Zegna X solution in multiple stores, featuring a 3D style configurator and connecting style advisors to customers for personalised service

Authenticity verification

Crucial role of AI to address the growing challenge of counterfeit luxury goods, and enhance product transparency and traceability

- Blockchain technology tracking the entire product lifecycle
- Digital watermarks and smart tags/IDs
- AI-powered image recognition

Vestiaire Collective

↓

Rejected 1.26 million items in the digital authentication stage between January 2020 and June 2022

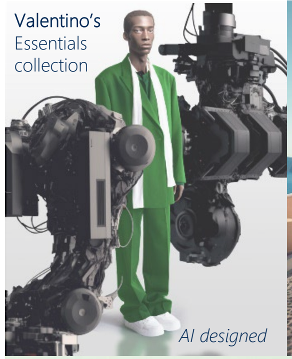
Mulberry

↓

Teaming up with EON, it will add digital IDs (NFC tags) to all its products by 2025, starting with bags

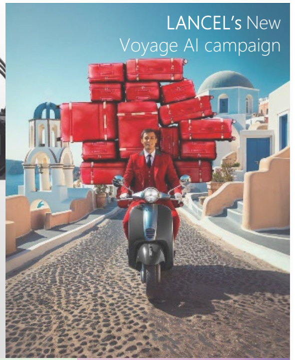
Product innovation and creative marketing campaigns

AI can be used for product innovation to analyse consumer preferences and trends, automate processes, and create interactive content

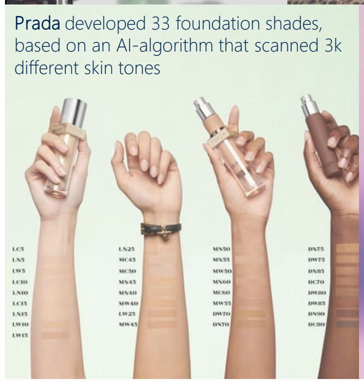


Valentino's Essentials collection

AI designed



LANCEL's New Voyage AI campaign



Prada developed 33 foundation shades, based on an AI-algorithm that scanned 3k different skin tones

Moncler Genius Fall 2023 AI campaign

Maison Meta is organising a fashion competition centred around AI-generated "runway" images, designed to introduce and promote emerging designers

Sources: Deloitte report "Global Power of luxury goods", Made in Bed magazine, Maison Meta.

M&A Market and Relevant Valuation Considerations

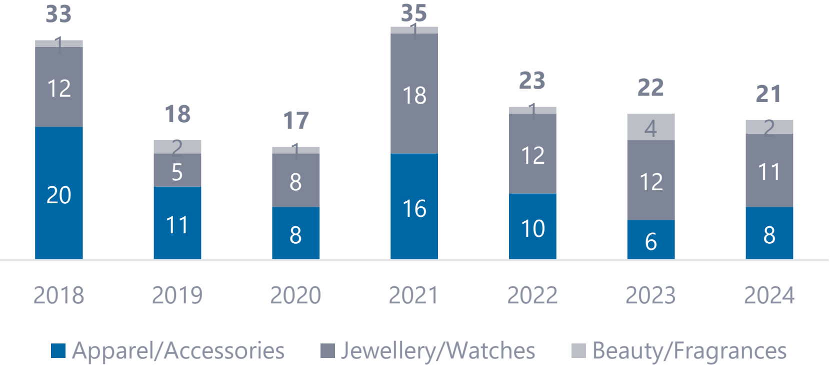
03

Luxury M&A Snapshot

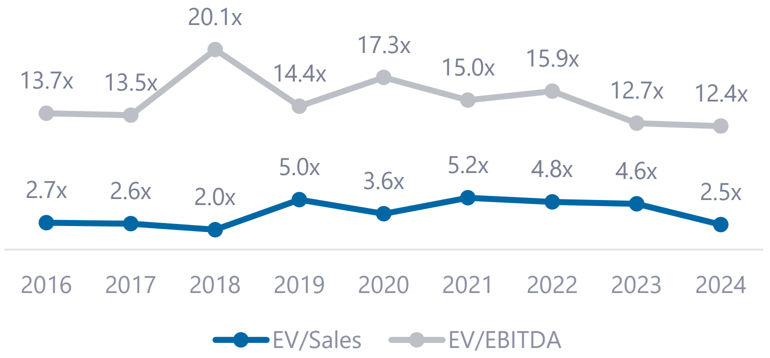
Following a COVID-19 surge in 2021, the luxury M&A market has had a comparatively slow three years between 2022 and 2024 (both in terms of deal volumes and valuations)

Global Deal Volumes by Category (*PitchBook*)

Number of deals over £5 million

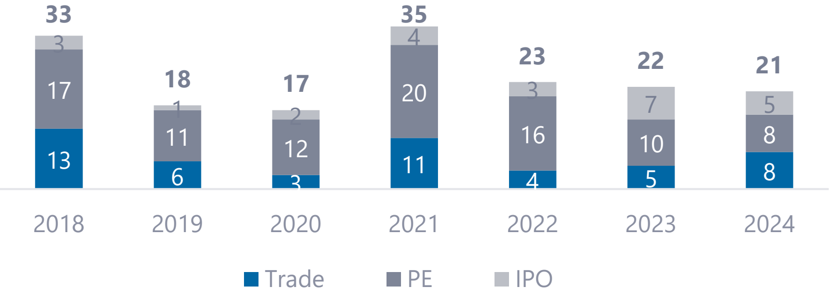


Selected Average Deal Multiples



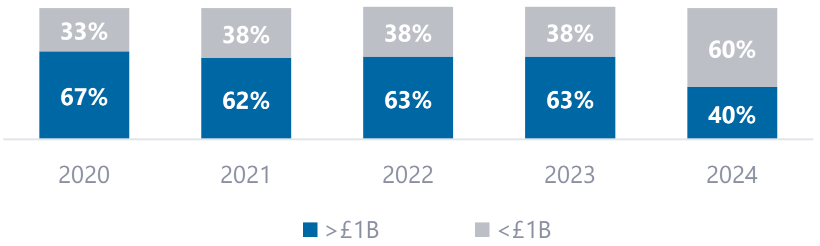
Global Deal Volumes by Investor Type (*PitchBook*)

Number of deals over £5 million



Selected Deal Values Split

Number of deals over £5 million



Sources: Mergermarket, PitchBook.

Selected Recent Landmark Deals by Trade Buyers

There have been some notable deals in the luxury sector over the last 18 months, mainly across the luxury fashion industry

May-2025

e.l.f. acquired rhode

$1.0B EV — Target geography

Apr-2025

PRADA acquired VERSACE

$1.4B EV — Target geography

Jul-2024

EssilorLuxottica acquired Supreme

$1.5B EV — Target geography

Jun-2023

KERING acquired CREED

€3.5B EV — Target geography

Jan-2021

LVMH acquired TIFFANY & CO.

$15.8B EV — Target geography

Sources: Mergermarket, PitchBook.

Selected Landmark Deals by Financial Sponsors

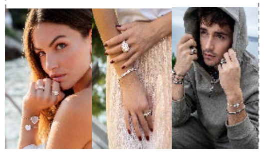
Private equity has shown strong interest in the luxury sector, focusing on well-known and high-growth brands worldwide

Aug-2017
TEMASEK acquired a minority stake in STONE ISLAND

Jun-2018
FSI acquired a minority stake in MISSONI

Dec-2018
IDG Capital acquired a minority stake in Acne Studios

Apr-2019
TPG acquired a minority stake in apm MONACO



Jan-2020
PENINSULA CAPITAL acquired a minority stake in ZADIG&VOLTAIRE

Feb-2020
PERMIRA acquired GOLDEN GOOSE

Dec-2020
STYLE CAPITAL SGR acquired ZIMMERMANN

Feb-2021
L CATTERTON acquired BIRKENSTOCK

Jul-2021
L CATTERTON acquired a majority stake in ETRO

Dec-2022
PARTNERS GROUP acquired a majority stake in BREITLING 1884

Aug-2023
Advent International GLOBAL PRIVATE EQUITY acquired ZIMMERMANN

Feb-2024
L CATTERTON acquired a minority stake in TOD'S

Mar-2024
STYLE CAPITAL SGR acquired AUTRY ACTION SHOES

Sources: Mergermarket, PitchBook.

Public Company Valuations

Fashion and Accessories

Brunello Cucinelli, Burberry, Hermès Paris, Hugo Boss, Kering, LVMH, Moncler, Prada, Salvatore Ferragamo, tapestry, Zegna

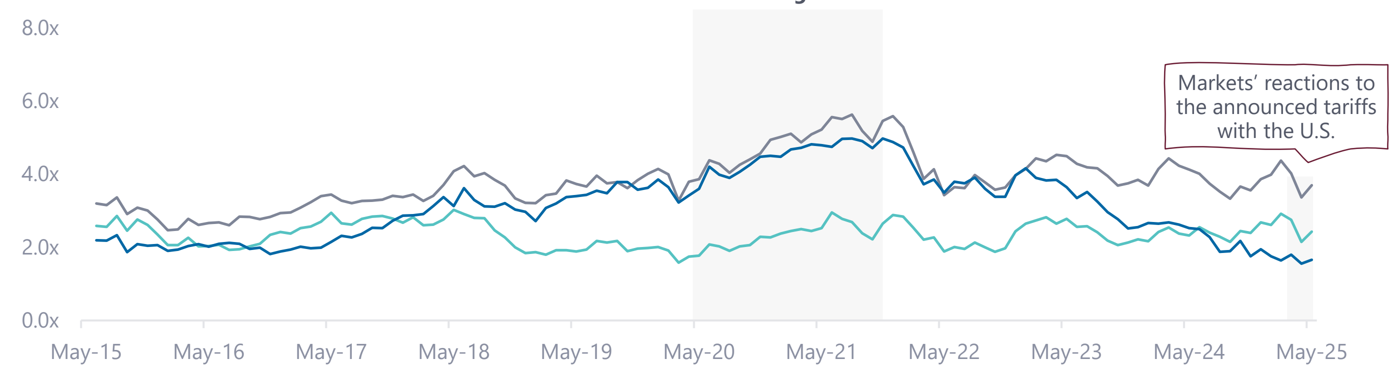
Jewellery and Watches

Richemont, swatch

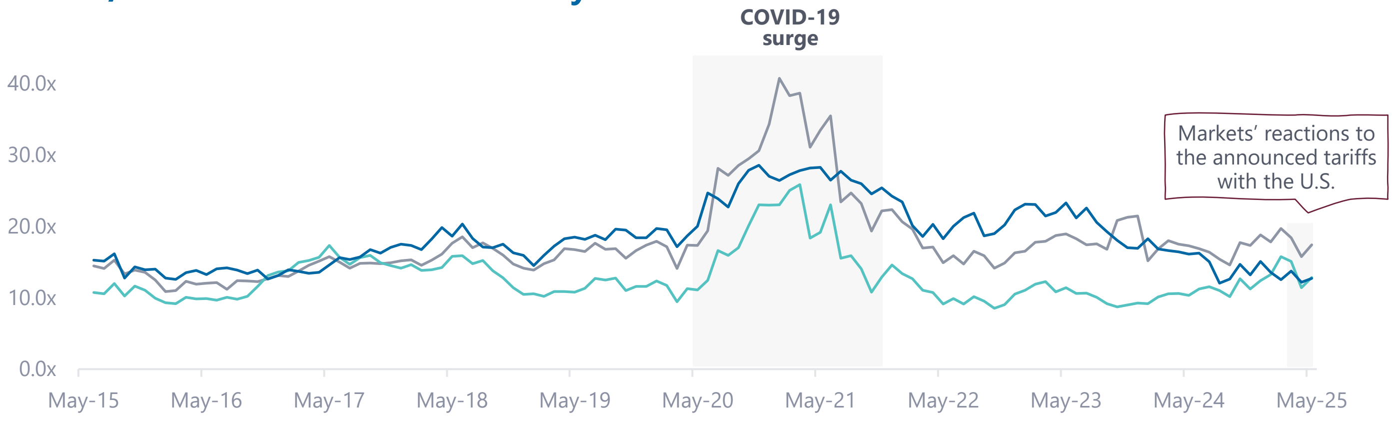
Beauty and Fragrances

Estée Lauder, Shiseido

Index EV/LTM Sales Over the Last 10 Years



Index EV/LTM EBITDA Over the Last 10 years



Commentary

- Luxury goods players have traded at 3.1x net sales and 16.4x EBITDA on average since 2015
- Fashion and accessories outperform the other two categories with a c. 4.0x EV/sales average
- EBITDA multiples peaked above 30x during the pandemic, with beauty and fragrances (c. 20.0x avg. 2015–2025) sustaining higher valuations than fashion and jewellery
- Valuations have been declining since the beginning of 2024, driven by weakened demand from China and the normalisation of demand globally following the COVID-19 supercycle

Sources: Mergermarket and PitchBook.

Appendix

04

Summary Statistics

1972
Established

34
Locations Worldwide

18
Countries Worldwide

2,700+
Employees

339
Managing Directors(1)

2,000+
Clients Served Annually

$2.4B
Annual Revenue(2)

$12.19B
Market Capitalisation(3)

HLI
LISTED
NYSE

Notes:
(1) As of 31 March 2025.
(2) LTM ended 31 March 2025.
(3) As of 30 May 2025.

About **Our Firm**

Houlihan Lokey is a leading global investment bank with expertise in mergers and acquisitions, capital solutions, financial restructuring, and financial and valuation advisory

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

2024 M&A Advisory Rankings
All Global Transactions

	Advisor	Deals
1	**Houlihan Lokey**	**415**
2	Rothschild & Co	406
3	Goldman Sachs & Co	371
4	JP Morgan	342
5	Morgan Stanley	309

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

2024 Global Distressed Debt &
Bankruptcy Restructuring Rankings

	Advisor	Deals
1	**Houlihan Lokey**	**88**
2	PJT Partners	59
3	Rothschild	48
4	Lazard	44
5	Perella Weinberg Partners	40

Source: LSEG (formerly Refinitiv).

2000-2024 Global M&A
Fairness Advisory Rankings

	Advisor	Deals
1	**Houlihan Lokey**	**1,243**
2	Duff & Phelps, A Kroll Business	1,045
3	JP Morgan	1,020
4	UBS	792
5	Morgan Stanley	698

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

No. 1
Global M&A Advisor

No. 1
Global Restructuring Advisor

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

Leading
Capital Solutions Group

Advisor in 12 out of 15
Largest Bankruptcies From 2000-2024*

2,000+
Annual Valuation Engagements

*Source: *BankruptcyData.com and Debtwire, January 2025. Excludes sovereign debt.*

Learn more about how our advisors can serve your needs

Corporate Finance →

Financial Restructuring →

Financial and Valuation Advisory →

Our Industry Coverage →

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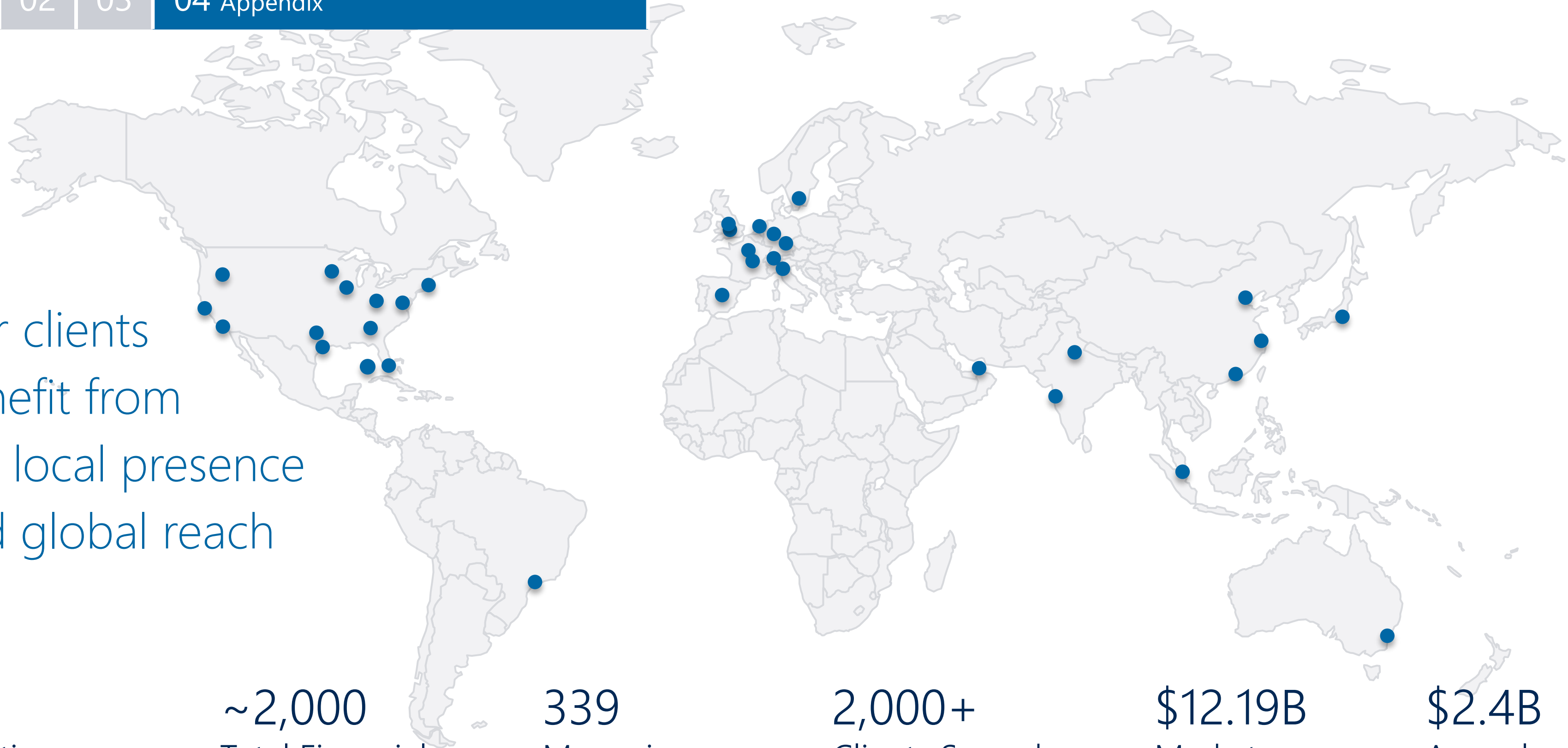


Our clients benefit from our local presence and global reach

34
Locations Worldwide

~2,000
Total Financial Professionals

339
Managing Directors[(1)]

2,000+
Clients Served Annually

$12.19B
Market Cap[(2)]

$2.4B
Annual Revenue[(3)]

AMERICAS

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

EUROPE & MIDDLE EAST

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

ASIA-PACIFIC

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

Fully Integrated Financial Sponsor Coverage

25
Senior officers dedicated to the sponsor community in the Americas and Europe

1,900+
Sponsors covered, providing market insights and knowledge of buyer behaviour

800+
Companies sold to financial sponsors over the past five years

HLI
LISTED
NYSE

Notes: (1) As of 31 March 2025; (2) As of 30 May 2025; (3) LTM ended 31 March 2025.

Global Consumer Transactions

Houlihan Lokey has announced

12

transactions in 2025 in the Consumer space

KT® a portfolio company of PALLADIN CONSUMER RETAIL PARTNERS has been acquired by BRIDGES CONSUMER HEALTHCARE

Sellside Advisor

PRIME100 has been acquired by Hill's a subsidiary company of COLGATE-PALMOLIVE

Sellside Advisor

LOUNGERS PLC has been acquired by FORTRESS

Sellside Advisor

WOOLRICH MILAN TOKYO NEW YORK a portfolio company of L-GAM has sold intellectual property rights for all territories outside Europe to Baoxiniao Holding

Sellside Advisor

Transaction Pending

VIV ERA a subsidiary of JBS has agreed to acquire THE VEGETARIAN BUTCHER a portfolio brand of Unilever

Buyside Advisor

MSI Express™ a portfolio company of HCI EQUITY PARTNERS has been acquired by NONANTUM CAPITAL PARTNERS

Sellside Advisor

January February March

innovative artists has received a significant investment from Coral Tree Partners

Sellside Advisor

TXO a portfolio company of TowerBrook Delta has acquired a majority stake in AirWay

Financial Advisor

AMS a portfolio company of Stone Arch Capital & The Grange, LLC has been acquired by A-MARK PRECIOUS METALS, INC. and affiliates

Sellside Advisor

THE PINK STUFF Star Brands a portfolio company of mobeus has been acquired by RPM

Sellside Advisor

Gubor has entered into a partnership with Colian

Sellside Advisor

Transaction Pending

JOOLZ a portfolio company of Gimv has agreed to be acquired by bugaboo a portfolio company of MUBADALA CAPITAL

Sellside Advisor

April May

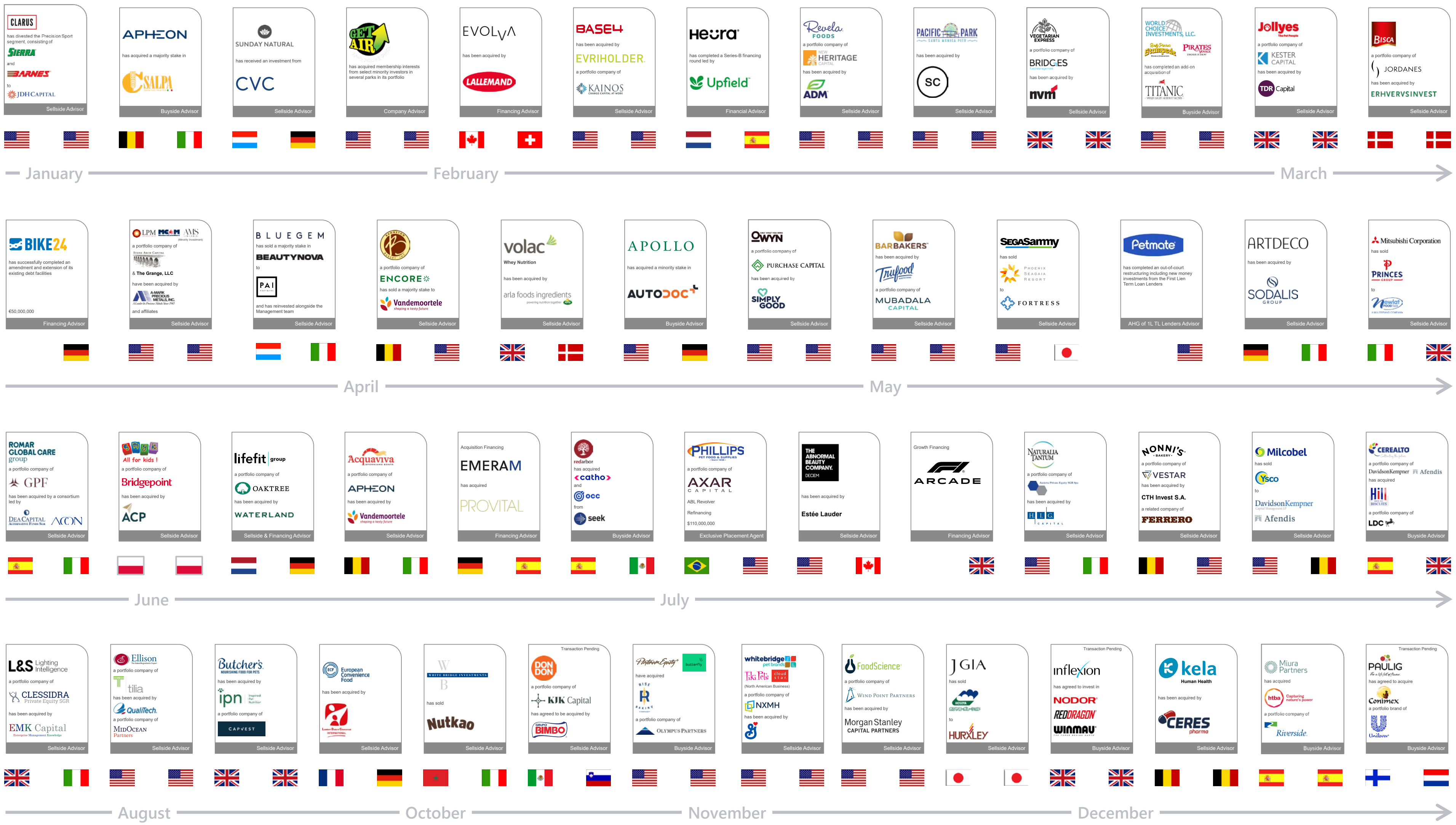
Note: Flag on the left represents target, flag on the right represents acquiror.

Global Consumer Transactions

Houlihan Lokey has announced

52

transactions in 2024 in the Consumer space



Note: Flag on the left represents target, flag on the right represents acquiror.

Woolrich

WOOLRICH
MILAN TOKYO NEW YORK

a portfolio company of

L-GAM

has sold intellectual property rights for all territories outside Europe to

Baoxiniao Holding

Sellside Advisor

Client Profile

- Established in 1830 in Pennsylvania, Woolrich is a historic American outerwear brand with more than 190 years of heritage, blending Italian flair and style with strong brand reputation and awareness.
- Woolrich specialises in outerwear, particularly parkas, heavy down jackets, lightweight down jackets, and softshell jackets, but has a well-established presence across other ready-to-wear products such as knitwear, flannels and fleece, and footwear as well as its hallmark blankets and other homeware items.
- The company distributes its products across mono-branded boutiques, wholesale doors, and online. Its core market is Europe, with a strong presence in Italy and Germany, where Woolrich ranks among the most recognised outerwear brands.
- As part of the transaction, Baoxiniao has entered into a five-year procurement and brand consulting agreement with Woolrich International to ensure globally consistent efforts in brand positioning, marketing, product development, and overall operations. Baoxiniao will directly operate Woolrich in Greater China.

Our Role

- Houlihan Lokey acted as the exclusive financial advisor to L-Gam, assisting with the marketing of the asset, assessing the total potential proceeds across different transaction structures, and negotiating the financial aspects of the deal in a highly competitive process.

Transaction Snapshot

- This landmark transaction reinforces Houlihan Lokey's strength in the fashion apparel sector, and highlights the benefits of deep, local relationships coupled with industry expertise. All these factors provided for achieving superior outcomes for the client.

Coming together is a beginning; keeping together is progress; working together is success.

Henry Ford

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