

REFINITIV

DELTA REPORT

10-Q

PLBY GROUP, INC.

10-Q - MARCH 31, 2024 COMPARED TO 10-Q - SEPTEMBER 30, 2023

The following comparison report has been automatically generated

TOTAL DELTAS 1696

■ CHANGES	181
■ DELETIONS	804
■ ADDITIONS	711

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549
FORM 10-Q**

(Mark One)

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the quarterly period ended **September 30, 2023** **March 31, 2024**

or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the transition period from to

Commission File Number 001-39312

PLBY Group, Inc.

(Exact name of registrant as specified in its charter)

Delaware

37-1958714

(State or other jurisdiction of incorporation or organization)

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

10960 Wilshire Blvd., Suite 2200
Los Angeles, California 90024

(Address of principal executive offices including zip code)

Registrant's telephone number, including area code: (310) 424-1800

Securities registered pursuant to Section 12(b) of the Act:

<u>Title of each class</u>	<u>Trading Symbol</u>	<u>Name of each exchange on which registered</u>
Common Stock, \$0.0001 par value per share	PLBY	Nasdaq Global Market

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

Indicate by check mark whether the Registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the Registrant was required to submit such files). Yes No

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

Large accelerated filer	<input type="checkbox"/>	Accelerated filer	<input checked="" type="checkbox"/>
Non-accelerated filer	<input type="checkbox"/>	Smaller reporting company	<input checked="" type="checkbox"/>
		Emerging growth company	<input type="checkbox"/>

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

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

The number of shares of Registrant's Common Stock outstanding as of **November 3, 2023** **May 3, 2024** was **74,061,787** **72,808,102**.

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Part I. FINANCIAL INFORMATION

Item 1. Unaudited Condensed Consolidated Financial Statements.

PLBY Group, Inc.

Condensed Consolidated Statements of Operations

(Unaudited)

(in thousands, except share and per share amounts)

	Three Months Ended September 30,		Nine Months Ended September 30,					
	2023		2022					
	\$	33,282	\$	45,706	\$	103,586	\$	140,647
Net revenues								
Costs and expenses:								
Cost of sales		(10,909)		(25,302)		(43,545)		(62,833)
Selling and administrative expenses		(25,514)		(34,988)		(99,693)		(113,774)
Contingent consideration fair value remeasurement gain		219		1,371		486		29,310
Impairments		(7,674)		(277,197)		(155,864)		(283,496)
Gain on sale of the aircraft		—		5,802		—		5,802
Other operating expense, net		(740)		—		(491)		—
Total operating expense		(44,618)		(330,314)		(299,107)		(424,991)
Operating loss		(11,336)		(284,608)		(195,521)		(284,344)
Nonoperating (expense) income:								
Interest expense		(6,620)		(4,306)		(17,586)		(12,439)
(Loss) gain on extinguishment of debt		—		(220)		6,133		(220)
Fair value remeasurement gain		—		9,149		6,505		10,903
Other income (expense), net		121		(551)		621		(1,030)

Total nonoperating (expense) income	(6,499)	4,072	(4,327)	(2,786)
Loss from continuing operations before income taxes	(17,835)	(280,536)	(199,848)	(287,130)
Benefit from income taxes	1,442	43,653	13,062	46,301
Net loss from continuing operations	(16,393)	(236,883)	(186,786)	(240,829)
Income (loss) from discontinued operations, net of tax	1,319	(27,814)	149	(26,640)
Net loss	(15,074)	(264,697)	(186,637)	(267,469)
Net loss attributable to PLBY Group, Inc.	\$ (15,074)	\$ (264,697)	\$ (186,637)	\$ (267,469)
Net loss per share from continuing operations, basic and diluted	\$ (0.22)	\$ (5.05)	\$ (2.65)	\$ (5.18)
Net income (loss) per share from discontinued operations, basic and diluted	0.02	(0.60)	—	(0.58)
Net loss per share, basic and diluted	\$ (0.20)	\$ (5.65)	\$ (2.65)	\$ (5.76)
Weighted-average shares outstanding, basic and diluted	73,891,105	46,889,983	70,611,492	46,472,607

	Three Months Ended March 31,	
	2024	2023
Net revenues	\$ 28,319	\$ 35,203
Costs and expenses:		
Cost of sales	(12,507)	(21,777)
Selling and administrative expenses	(22,312)	(41,405)
Impairments	(2,417)	—
Total costs and expenses	(37,236)	(63,182)
Operating loss	(8,917)	(27,979)
Nonoperating (expense) income:		
Interest expense	(6,427)	(5,209)
Loss on extinguishment of debt	—	(1,848)
Fair value remeasurement loss	—	(3,018)
Other (expense) income, net	(50)	76
Total nonoperating expense	(6,477)	(9,999)
Loss from continuing operations before income taxes	(15,394)	(37,978)
(Expense) benefit from income taxes	(1,053)	1,670
Net loss from continuing operations	(16,447)	(36,308)
Loss from discontinued operations, net of tax	—	(1,372)
Net loss	(16,447)	(37,680)
Net loss attributable to PLBY Group, Inc.	\$ (16,447)	\$ (37,680)
Net loss per share from continuing operations, basic and diluted	\$ (0.23)	\$ (0.56)
Net loss per share from discontinued operations, basic and diluted	\$ —	\$ (0.02)
Net loss per share, basic and diluted	\$ (0.23)	\$ (0.58)
Weighted-average shares used in computing net loss per share, basic and diluted	72,677,664	65,159,156

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

PLBY Group, Inc.
Condensed Consolidated Statements of Comprehensive Loss
(Unaudited)
(in thousands)

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2023	2022	2023	2022

Three Months Ended March 31,		Three Months Ended March 31,			
2024		2024		2023	
Net loss	Net loss	\$(15,074)	\$(264,697)	\$(186,637)	\$(267,469)
Other	Other				
comprehensive	comprehensive				
loss:	loss:				
Foreign	Foreign				
currency	currency				
translation	translation				
adjustment	adjustment	(1,182)	(10,321)	(3,150)	(25,040)
Foreign currency translation					
adjustment					
Foreign currency translation					
adjustment					
Other	Other				
comprehensive	comprehensive				
loss	loss	(1,182)	(10,321)	(3,150)	(25,040)
Comprehensive	Comprehensive				
loss	loss	\$(16,256)	\$(275,018)	\$(189,787)	\$(292,509)

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

PLBY Group, Inc.

Condensed Consolidated Balance Sheets

(Unaudited)

(in thousands, except share and per share amounts)

		September December			
		30,	31,		
		2023	2022		
		March 31,		March 31,	December 31,
		2024		2024	2023
Assets	Assets				
Current assets:	Current assets:				
Current assets:	Current assets:				
Cash and cash equivalents	Cash and cash equivalents	\$ 20,028	\$ 31,640		
Cash and cash equivalents	Cash and cash equivalents				
Restricted cash	Restricted cash				
Receivables, net of allowance for credit losses	Receivables, net of allowance for credit losses	5,396	14,214		
Inventories, net	Inventories, net	13,997	20,612		
Prepaid expenses and other current assets	Prepaid expenses and other current assets	15,141	17,221		
Assets held for sale	Assets held for sale	19,533	34,910		
Total current assets	Total current assets	74,095	118,597		
Restricted cash	Restricted cash	1,940	3,809		
Property and equipment, net	Property and equipment, net	14,942	13,804		

Operating right-of-use assets	Operating right-of-use assets	28,123	28,082
Goodwill	Goodwill	53,720	123,217
Other intangible assets, net	Other intangible assets, net	163,329	236,137
Contract assets, net of current portion	Contract assets, net of current portion	9,070	13,680
Other noncurrent assets	Other noncurrent assets	14,552	15,137
Total assets	Total assets	\$ 359,771	\$ 552,463
Liabilities, Redeemable Noncontrolling Interest and Stockholders' Equity	Liabilities, Redeemable Noncontrolling Interest and Stockholders' Equity		
Current liabilities:	Current liabilities:		
Current liabilities:			
Current liabilities:			
Accounts payable	Accounts payable	\$ 17,055	\$ 14,090
Accrued agency fees and commissions		1,199	7,785
Accounts payable			
Accounts payable			
Deferred revenues, current portion	Deferred revenues, current portion	6,432	10,480
Long-term debt, current portion	Long-term debt, current portion	304	2,050
Operating lease liabilities, current portion	Operating lease liabilities, current portion	6,906	6,278
Other current liabilities and accrued expenses	Other current liabilities and accrued expenses	25,420	25,106
Liabilities held for sale		15,491	27,126
Total current liabilities	Total current liabilities	72,807	92,915
Deferred revenues, net of current portion	Deferred revenues, net of current portion	22,580	21,406
Long-term debt, net of current portion	Long-term debt, net of current portion	187,905	191,125
Deferred tax liabilities, net	Deferred tax liabilities, net	12,047	25,293
Operating lease liabilities, net of current portion	Operating lease liabilities, net of current portion	25,790	26,695
Mandatorily redeemable preferred stock, at fair value		—	39,099
Other noncurrent liabilities	Other noncurrent liabilities	1,036	886
Total liabilities	Total liabilities	322,165	397,419
Commitments and contingencies (Note 13)			

Commitments and
contingencies (Note
12)

Commitments and contingencies (Note 12)

Redeemable noncontrolling interest	Redeemable noncontrolling interest	(208)	(208)
Stockholders' equity:	Stockholders' equity:		
Preferred stock, \$0.0001 par value per share, 5,000,000 shares authorized, 50,000 shares designated Series A preferred stock, of which 0 shares were issued and outstanding as of September 30, 2023; 50,000 shares were issued and outstanding as of December 31, 2022	—	—	
Common stock, \$0.0001 par value per share, 150,000,000 shares authorized, 74,603,404 shares issued and 73,903,404 shares outstanding as of September 30, 2023; 47,737,699 shares issued and 47,037,699 shares outstanding as of December 31, 2022	7	5	
Treasury stock, at cost, 700,000 shares as of September 30, 2023 and December 31, 2022	(4,445)	(4,445)	

Preferred stock, \$0.0001 par value
per share, 5,000,000 shares
authorized, 50,000 shares designated
Series A preferred stock, of which 0
shares were issued and outstanding
as of March 31, 2024 and December
31, 2023

Preferred stock, \$0.0001 par value
per share, 5,000,000 shares
authorized, 50,000 shares designated
Series A preferred stock, of which 0
shares were issued and outstanding
as of March 31, 2024 and December
31, 2023

Preferred stock, \$0.0001 par value
per share, 5,000,000 shares
authorized, 50,000 shares designated
Series A preferred stock, of which 0
shares were issued and outstanding
as of March 31, 2024 and December
31, 2023

Common stock,
\$0.0001 par
value per share,
150,000,000
shares
authorized,
74,893,374
shares issued
and 72,643,445
shares
outstanding as of
March 31, 2024;
74,783,683
shares issued
and 72,533,754
shares
outstanding as of
December 31,
2023

Treasury stock,
at cost,
2,249,929
shares as of
March 31, 2024
and December
31, 2023

Additional paid-in capital	Additional paid-in capital	689,580	617,233
Accumulated other comprehensive loss	Accumulated other comprehensive loss	(27,295)	(24,145)
Accumulated deficit	Accumulated deficit	(620,033)	(433,396)
Total stockholders' equity	Total stockholders' equity	<u>37,814</u>	<u>155,252</u>
Total liabilities, redeemable noncontrolling interest and stockholders' equity	Total liabilities, redeemable noncontrolling interest and stockholders' equity	<u>\$ 359,771</u>	<u>\$ 552,463</u>

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

PLBY Group, Inc.
Condensed Consolidated Statements of Stockholders' Equity
(Unaudited)
(in thousands, except share amounts)

Three Months Ended September 30, 2023										
	Series A Preferred									
	Stock		Common Stock							
	Shares	Amount	Shares	Amount	Treasury Stock	Additional Paid-in Capital	Accumulated Other Comprehensive Loss	Accumulated Deficit	Total	
Balance at June 30, 2023	—	\$ —	73,797,250	\$ 7	\$ (4,445)	\$ 688,280	\$ (26,113)	\$ (604,959)	\$ 52,770	
Shares issued in connection with equity incentive plans	—	—	106,154	—	—	—	—	—	—	—
Stock-based compensation expense and vesting of restricted stock units	—	—	—	—	—	1,300	—	—	—	1,300
Other comprehensive loss	—	—	—	—	—	—	(1,182)	—	—	(1,182)
Net loss	—	—	—	—	—	—	—	(15,074)	—	(15,074)
Balance at September 30, 2023	—	\$ —	73,903,404	\$ 7	\$ (4,445)	\$ 689,580	\$ (27,295)	\$ (620,033)	\$ 37,814	

Three Months Ended September 30, 2022										
	Series A Preferred									
	Stock		Common Stock							
	Shares	Amount	Shares	Amount	Treasury Stock	Additional Paid-in Capital	Accumulated Other Comprehensive Loss	Accumulated Deficit	Total	
Balance at June 30, 2022	25,000	\$ —	45,621,763	\$ 4	\$ (4,445)	\$ 601,237	\$ (18,444)	\$ (158,464)	\$ 419,888	
Shares issued in connection with options exercise, net exercised	—	—	142,021	—	—	476	—	—	—	476
Shares issued in connection with equity incentive plans	—	—	15,029	—	—	—	—	—	—	—
Shares issued pursuant to a license, services and collaboration agreement	—	—	3,312	—	—	—	—	—	—	—

Shares issued in connection with preferred shares agreement	25,000	—	—	—	—	—	—	—	—	—
Stock-based compensation expense and vesting of restricted stock units	—	—	—	—	—	5,295	—	—	—	5,295
Other comprehensive loss	—	—	—	—	—	—	(10,321)	—	—	(10,321)
Net loss	—	—	—	—	—	—	—	(264,697)	(264,697)	(264,697)
Balance at September 30, 2022	50,000	\$ —	45,782,125	\$ 4	\$ (4,445)	\$ 607,008	\$ (28,765)	\$ (423,161)	\$ 150,641	

	Series A Preferred Stock		Common Stock			Treasury Stock	Additional Paid-in Capital	Accumulated Other Comprehensive Loss	Accumulated Deficit	Total
	Shares	Amount	Shares	Amount	Stock					
Balance at December 31, 2023	—	\$ —	72,533,754	\$ 7	\$ (5,445)	\$ 690,055	\$ (24,910)	\$ (613,814)	\$ 45,893	
Shares issued in connection with employee stock plans	—	—	109,691	—	—	—	—	—	—	—
Stock-based compensation expense and vesting of restricted stock units	—	—	—	—	—	1,834	—	—	—	1,834
Other comprehensive loss	—	—	—	—	—	—	(1,733)	—	—	(1,733)
Net loss	—	—	—	—	—	—	—	(16,447)	(16,447)	(16,447)
Balance at March 31, 2024	—	\$ —	72,643,445	\$ 7	\$ (5,445)	\$ 691,889	\$ (26,643)	\$ (630,261)	\$ 29,547	

PLBY Group, Inc.

Condensed Consolidated Statements of Stockholders' Equity (Unaudited) (in thousands, except share amounts)

	Nine Months Ended September 30, 2023									
	Series A Preferred		Common Stock							
	Stock		Shares	Amount	Shares	Amount	Treasury Stock	Additional Paid-in Capital	Accumulated Other Comprehensive Loss	Accumulated Deficit
Balance at December 31, 2022	50,000	\$ —	47,037,699	\$ 5	\$ (4,445)	\$ 617,233	\$ (24,145)	\$ (433,396)	\$ 155,252	
Issuance of common stock in rights offering	—	—	19,561,050	2	—	47,600	—	—	—	47,602
Issuance of common stock in registered direct offering	—	—	6,357,341	—	—	13,890	—	—	—	13,890
Exchange of mandatorily redeemable preferred shares	(50,000)	—	—	—	—	—	—	—	—	—
Shares issued in connection with equity incentive plans	—	—	944,002	—	—	—	—	—	—	—
Shares issued pursuant to a license, services and collaboration agreement	—	—	3,312	—	—	—	—	—	—	—
Stock-based compensation expense and vesting of restricted stock units	—	—	—	—	—	10,857	—	—	—	10,857
Other comprehensive loss	—	—	—	—	—	—	—	(3,150)	—	(3,150)
Net loss	—	—	—	—	—	—	—	—	(186,637)	(186,637)
Balance at September 30, 2023	—	\$ —	73,903,404	\$ 7	\$ (4,445)	\$ 689,580	\$ (27,295)	\$ (620,033)	\$ 37,814	

	Nine Months Ended September 30, 2022									
	Series A Preferred		Common Stock							
	Stock		Shares	Amount	Shares	Amount	Treasury Stock	Additional Paid-in Capital	Accumulated Other Comprehensive Loss	Accumulated Deficit
Balance at December 31, 2021	—	\$ —	42,296,121	\$ 4	\$ (4,445)	\$ 586,349	\$ (3,725)	\$ (155,692)	\$ 422,491	
Shares issued in connection with options exercise, net exercised	—	—	495,052	—	—	1,925	—	—	—	1,925

Shares issued in connection with equity incentive plans	—	—	2,506,860	—	—	—	—	—	—	—						
Shares issued pursuant to a license, services and collaboration agreement	—	—	27,599	—	—	—	—	—	—	—						
Shares issued in connection with asset purchase	—	—	103,570	—	—	—	1,333	—	—	1,333						
Shares issued in connection with preferred shares agreement	50,000	—	—	—	—	—	—	—	—	—						
Shares issued in connection with the settlement of the performance holdback contingent consideration relating to the acquisition of GlowUp	—	—	352,923	—	—	260	—	—	—	260						
Stock-based compensation expense and vesting of restricted stock units	—	—	—	—	—	17,141	—	—	—	17,141						
Other comprehensive loss	—	—	—	—	—	—	(25,040)	—	—	(25,040)						
Net loss	—	—	—	—	—	—	—	(267,469)	—	(267,469)						
Balance at September 30, 2022	50,000	\$	—	45,782,125	\$	4	\$	(4,445)	\$	607,008	\$	(28,765)	\$	(423,161)	\$	150,641

	Series A Preferred Stock		Common Stock			Treasury Stock	Additional Paid-in Capital	Accumulated Other Comprehensive Loss	Accumulated Deficit	Total						
	Shares	Amount	Shares	Amount	Stock											
Balance at December 31, 2022	50,000	\$	—	47,037,699	\$	5	\$ (4,445)	\$ 617,233	\$ (24,145)	\$ (433,396)	\$ 155,252					
Issuance of common stock in rights offering	—	—	19,561,050	2	—	—	47,600	—	—	—	47,602					
Issuance of common stock in registered direct offering	—	—	6,357,341	—	—	—	13,890	—	—	—	13,890					
Shares issued in connection with employee stock plans	—	—	215,145	—	—	—	—	—	—	—	—					
Shares issued pursuant to a license, services and collaboration agreement	—	—	3,312	—	—	—	—	—	—	—	—					
Stock-based compensation expense and vesting of restricted stock units	—	—	—	—	—	—	5,920	—	—	—	5,920					
Other comprehensive loss	—	—	—	—	—	—	—	(1,696)	—	—	(1,696)					
Net loss	—	—	—	—	—	—	—	—	(37,680)	—	(37,680)					
Balance at March 31, 2023	50,000	\$	—	73,174,547	\$	7	\$	(4,445)	\$	684,643	\$	(25,841)	\$	(471,076)	\$	183,288

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

PLBY Group, Inc.
Condensed Consolidated Statements of Cash Flows
(Unaudited)
(in thousands)

	Nine Months Ended		2023	2022
	2023	2022		
Cash Flows From Operating Activities				
Net loss	\$ (186,637)	\$ (267,469)		
Net loss from continuing operations	\$ (186,786)	\$ (240,829)		
Income (loss) from discontinued operations, net of tax	\$ 149	\$ (26,640)		
Adjustments to reconcile net loss to net cash used in operating activities:				
Depreciation and amortization	5,332	10,444		
Stock-based compensation	8,910	15,829		
Fair value measurement of liabilities	(6,991)	(40,213)		
(Gain) loss on extinguishment of debt	(6,133)	220		
Gain on sale of aircraft	—	(5,802)		
Impairments	155,864	283,496		
Inventory reserve charges	6,084	5,902		

Amortization of right-of-use assets	5,873	5,357
Deferred income taxes	(13,191)	(48,567)
Other	1,271	(883)
Changes in operating assets and liabilities:		
Receivables, net	(3,884)	1,226
Inventories	3,194	(2,752)
Contract assets	(83)	665
Prepaid expenses and other assets	(922)	(6,982)
Accounts payable	3,038	(5,424)
Accrued agency fees and commissions	(4,386)	3,425
Deferred revenues	(2,955)	(18,948)
Operating lease liabilities	(4,326)	(5,244)
Other	3,338	(8,917)
Net cash used in operating activities from continuing operations	(36,753)	(57,997)
Net cash (used in) provided by operating activities from discontinued operations	(4,616)	1,063
Net cash used in operating activities	(41,369)	(56,934)
Cash Flows From Investing Activities		
Purchases of property and equipment	(1,437)	(5,701)
Proceeds from promissory note repayment	1,300	—
Proceeds from sale of aircraft	—	17,196
Proceeds from sale of Yandy	1,000	—
Net cash provided by investing activities - continuing operations	863	11,495
Net cash used in investing activities - discontinued operations	(97)	(404)
Net cash provided by investing activities	766	11,091
Cash Flows From Financing Activities		
Proceeds from issuance of common stock in rights offering, net	47,600	—
Proceeds from issuance of common stock in registered direct offering, net	13,890	—
Proceeds from issuance of long-term debt	11,828	—
Net proceeds from issuance of preferred stock	—	48,250
Repayment of long-term debt	(45,552)	(10,452)
Payment of financing costs	(508)	(2,500)
Proceeds from exercise of stock options	—	1,925
Settlement of the performance holdback contingent consideration	—	(151)
Net cash provided by financing activities - continuing operations	27,258	37,072
Effect of exchange rate changes on cash and cash equivalents	(136)	(1,139)
Net decrease in cash and cash equivalents and restricted cash	(13,481)	(9,910)
Balance, beginning of year	\$ 35,449	\$ 75,486
Balance, end of period	\$ 21,968	\$ 65,576
Cash and cash equivalents and restricted cash consist of:		
Cash and cash equivalents	\$ 20,028	\$ 60,062
Restricted cash	1,940	5,514
Total	\$ 21,968	\$ 65,576

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

PLBY Group, Inc.
Condensed Consolidated Statements of Cash Flows (continued)
(Unaudited)
(Unaudited; in thousands)

Nine Months Ended	
September 30,	
2023	2022

Supplemental Disclosures			
Cash paid for income taxes	\$ 519	\$ 4,971	
Cash paid for interest	\$ 13,981	\$ 11,522	
Supplemental Disclosure of Non-cash Activities			
Right-of-use assets in exchange for lease liabilities - continuing operations	\$ 4,334	\$ 5,039	
Right-of-use assets in exchange for lease liabilities - discontinued operations	\$ 1,018	\$ 4,359	
Shares issued in connection with asset purchase	\$ —	\$ 1,333	
Shares issued in connection with the settlement of the performance holdback contingent consideration relating to the acquisition of GlowUp	\$ —	\$ 260	
Shares issued pursuant to a license, services and collaboration agreement	\$ —	\$ 950	

	Three Months Ended	
	March 31,	
	2024	2023
Cash Flows From Operating Activities		
Net loss	\$ (16,447)	\$ (37,680)
Net loss from continuing operations	\$ (16,447)	\$ (36,308)
Loss from discontinued operations, net of tax	\$ —	\$ (1,372)
Adjustments to reconcile net loss to net cash used in operating activities:		
Depreciation and amortization	1,800	1,689
Stock-based compensation	1,834	5,219
Loss on extinguishment of debt	—	1,848
Impairments	2,417	—
Amortization of right-of-use assets	2,529	1,348
Capitalized paid-in-kind interest	1,904	—
Inventory reserve charges	(248)	6,108
Deferred income taxes	1,032	(3,366)
Fair value remeasurement of liabilities	12	2,826
Other, net	1,299	199
Changes in operating assets and liabilities:		
Receivables, net	2,072	1,862
Inventories	4,099	1,543
Contract assets	(31)	457
Prepaid expenses and other assets	352	3,896
Accounts payable	(4,247)	(2,117)
Deferred revenues	(1,614)	(3,164)
Operating lease liabilities	(2,798)	(1,507)
Other, net	(3,716)	(3,013)
Net cash used in operating activities - continuing operations	(9,751)	(22,480)
Net cash provided by operating activities - discontinued operations	—	1,030
Net cash used in operating activities	(9,751)	(21,450)
Cash Flows From Investing Activities		
Purchases of property and equipment	(594)	(1,821)
Net cash used in investing activities - continuing operations	(594)	(1,821)
Net cash used in investing activities - discontinued operations	—	(30)
Net cash used in investing activities	(594)	(1,851)
Cash Flows From Financing Activities		
Proceeds from issuance of common stock in rights offering, net	—	47,600
Proceeds from issuance of common stock in registered direct offering, net	—	13,890
Repayment of long-term debt	(76)	(45,400)
Net cash (used in) provided by financing activities	(76)	16,090
Effect of exchange rate changes on cash and cash equivalents	(260)	(2)

Net decrease in cash and cash equivalents and restricted cash	(10,681)	(7,213)
Balance, beginning of year	\$ 31,676	\$ 35,624
Balance, end of period	\$ 20,995	\$ 28,411
Cash and cash equivalents and restricted cash consist of:		
Cash and cash equivalents	\$ 19,042	\$ 24,928
Restricted cash	1,953	3,483
Total	\$ 20,995	\$ 28,411

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

PLBY Group, Inc. Consolidated Statements of Cash Flows (continued) <i>(Unaudited; in thousands)</i>			
	Three Months Ended		
	March 31,		
	2024	2023	
Supplemental Disclosures			
Cash paid (refunded) for income taxes	\$ 80	\$ (979)	
Cash paid for interest	\$ 3,591	\$ 5,402	
Supplemental Disclosure of Non-Cash Activities			
Right-of-use assets in exchange for lease liabilities - continuing operations	\$ 600	\$ 1,192	
Right-of-use assets in exchange for lease liabilities - discontinued operations	\$ —	\$ 190	
Sale of artwork in exchange for receivables	\$ 1,504	\$ —	
Shares issued for the commitment fee for registered direct offering	\$ —	\$ 1,250	
Shares issued pursuant to a license, services and collaboration agreement	\$ —	\$ 125	

The accompanying notes are an integral part of these unaudited condensed consolidated financial statements.

PLBY Group, Inc.

Notes to Unaudited Condensed Consolidated Financial Statements

1. Basis of Presentation and Summary of Significant Accounting Policies

Description of Business

PLBY Group, Inc. (the "Company", "PLBY", "we", "our" or "us"), together with its subsidiaries through which it conducts business, is a global consumer and lifestyle company marketing the *Playboy* brand through a wide range of direct-to-consumer products, licensing initiatives, and digital subscriptions and content, and location-based entertainment, in addition to the sale of direct-to-consumer products under through its *Honey Birdette* and *Lovers* brands, brand.

We have three reportable segments: Direct-to-Consumer, Licensing Direct-to-Consumer, and Digital Subscriptions and Content. Refer to Note 17, Segments.

Basis of Presentation

The interim condensed consolidated financial statements and accompanying notes were prepared in accordance with accounting principles generally accepted in the United States ("GAAP").

As discussed in Note 3, Assets and Liabilities Held for Sale and Discontinued Operations, the Yandy Enterprises LLC ("Yandy") and TLA Acquisition Corp. ("TLA"), owner of the *Lovers* business disposal groups, previously included in the Direct-to-Consumer segment continued to be in the prior year comparative period, were classified as discontinued operations in the condensed consolidated statements of operations for all periods presented. Assets and liabilities of these businesses were classified as assets and liabilities held for sale of the condensed consolidated balance sheets for all periods prior year comparative period presented. The sale of Yandy was completed on April 4, 2023 (the "Yandy Sale"). A stock purchase agreement for the The sale of TLA was entered into completed on October 3, 2023, and the sale closed on November 3, 2023 (the "TLA Sale"). Refer to Note 18, Subsequent Events 3, Assets and Liabilities Held for further Sale and Discontinued Operations, for details.

Principles of Consolidation

The interim condensed consolidated financial statements include our accounts and all majority-owned subsidiaries. Intercompany accounts and transactions have been eliminated in consolidation.

The Company follows a monthly reporting calendar, with its fiscal year ending on December 31. Prior to the third quarter of 2022, Honey Birdette (Aust) Pty Limited ("Honey Birdette"), which the Company acquired in August 2021 had different fiscal quarter and year ends than the Company. Honey Birdette followed a fiscal calendar widely used by the retail industry which resulted in a fiscal year consisting of a 52- or 53-week period ending on the Sunday closest to December 31. Honey Birdette's fiscal year previously consisted of four 13-week quarters, with an extra week added to each fiscal year every five or six years. Honey Birdette's second fiscal quarter in 2022 consisted of 14 weeks. The difference in prior fiscal periods for Honey Birdette and the Company is immaterial and no related adjustments have been made in the preparation of these unaudited condensed consolidated financial statements.

Unaudited Interim Condensed Consolidated Financial Statements

The interim condensed consolidated balance sheet as of **September 30, 2023** **March 31, 2024**, and the interim condensed consolidated statements of operations, comprehensive loss, cash flows, and stockholders' equity for the three and nine months ended **September 30, 2023** **March 31, 2024** and **2022****2023** are unaudited. The unaudited interim condensed consolidated financial statements have been prepared on the same basis as the annual consolidated financial statements and reflect, in the opinion of management, all adjustments of a normal and recurring nature that are necessary for the fair statement of our financial position as of **September 30, 2023** **March 31, 2024** and our results of operations and cash flows for the three and nine months ended **September 30, 2023** **March 31, 2024** and **2022****2023**. The financial data and other financial information disclosed in these notes to the interim condensed consolidated financial statements related to the three and nine-month three-month periods are also unaudited. The interim condensed consolidated results of operations for the nine months ended **September 30, 2023** **March 31, 2024** are not necessarily indicative of the results to be expected for the year ending **December 31, 2023** **December 31, 2024** or for any future annual or interim period. The interim condensed consolidated balance sheet as of **December 31, 2022****December 31, 2023** included herein was derived from the audited financial statements as of that date. These interim condensed consolidated financial statements should be read in conjunction with our audited financial statements included in the Annual Report on Form 10-K as filed by us with the U.S. Securities and Exchange Commission (the "SEC") on **March 16, 2023** **March 29, 2024**.

Reclassifications

Certain prior period amounts in the condensed consolidated statements of operations and condensed consolidated balance sheet have been reclassified to conform with the current period presentation.

Use of Estimates

The preparation of condensed consolidated financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities as of the date of the financial statements and the reported amounts of revenues and expenses during the reporting period.

We regularly assess these estimates, including, but not limited to, valuation of our trademarks and trade names; valuation of our contingent consideration liabilities; valuation of our only authorized and issued preferred stock (our "Series A Preferred Stock"); with the previously outstanding Series A Preferred Stock having been exchanged for debt and thereby eliminated in May 2023 upon amendment and restatement of our senior secured debt; pay-per-view and video-on-demand buys, and monthly subscriptions to our television and digital content; the adequacy of reserves associated with accounts receivable and inventory; unredeemed gift cards and store credits; licensing commission accruals; and stock-based compensation expense. We base these estimates on historical experience and on various other market-specific and relevant assumptions that we believe to be reasonable under the circumstances. Actual results could differ from these estimates and such differences could be material to the financial position and results of operations.

Concentrations of Business and Credit Risk

We maintain certain cash balances in excess of Federal Deposit Insurance Corporation insured limits. We periodically evaluate the credit worthiness of the financial institutions with which we maintain cash deposits. We have not experienced any losses in such accounts and do not believe that there is any credit risk to our cash. Concentration of credit risk with respect to accounts receivable is limited due to the wide variety of customers to whom our products are sold and/or licensed.

The following table represents There were no receivables from our customers exceeding 10% of our total receivables, excluding receivables held for sale:

Customer	September 30, 2023	December 31, 2022
Customer A	*	31 %

as of March 31, 2024 and December 31, 2023.

The following table represents revenue from our customers exceeding 10% of our total revenue, excluding revenues from discontinued operations; for the three months ended March 31, 2024 and 2023:

Customer	Three Months Ended September 30,		Three Months Ended September 30,		Customer	Three Months Ended March 31,	
	Customer 2023	2022	Customer 2023	2022		2024	2023
Customer A	16 %	12 %	16 %	11 %			
Customer A (1)			Customer A (1)		*	15	%

(1) The agreement with this licensee was terminated in the fourth quarter of 2023.

*Indicates revenues for the customer did not exceed 10% of our total for the three months ended March 31, 2024.

(1) The agreement with this licensee was terminated in the fourth quarter of 2023.

*Indicates revenues for the customer did not exceed 10% of our total for the three months ended March 31, 2024.

Restricted Cash

At **September 30, 2023** March 31, 2024 and **December 31, 2022** December 31, 2023, restricted cash was primarily related to a cash collateralized letter of credit we maintained in connection with the lease of our Los Angeles headquarters, as well as Honey Birdette's term deposit in relation to **certain of its leases**, **Sydney office lease**, as well as cash held in escrow related to the TLA Sale.

Liquidity Assessment and Management's Plans

Our revenues, results of operations and cash flows have been materially adversely impacted by negative macroeconomic factors beginning in the second quarter of 2022 and continuing through **2023**, the first quarter of 2024. The persistently challenging macroeconomic and retail environments, including reduced consumer spending and increased price sensitivity in discretionary categories, has significantly impacted our licensees' performance. Our net revenues from continuing operations for the three and nine months ended **September 30, 2023** March 31, 2024 decreased by \$12.4 million and \$37.1 million \$6.9 million, compared to the three and nine months ended **September 30, 2022** March 31, 2023, respectively, and this decline, coupled with investments into our creator platform, drove our **impairment charge**, operating loss and net loss. For the three and nine months ended **September 30, 2023** March 31, 2024, we reported a net operating loss from continuing operations of \$11.3 million and \$195.5 million, respectively, \$16.4 million and negative operating cash flows from continuing operations of \$36.8 million for the nine months ended September 31, 2023 \$9.8 million. As of **September 30, 2023** March 31, 2024, we had approximately \$20.0 million \$19.0 million in unrestricted cash and cash equivalents.

We expect our capital expenditures and working capital requirements in 2024 to be largely consistent with 2023, as we continue to invest in our creator platform. We may, however, need additional cash resources to fund our operations until the creator platform achieves a level of revenue that provides for operating profitability. To the extent that our current resources are insufficient to satisfy our cash requirements, we may need to seek additional equity or debt financing, or dispose of additional assets, and there can be no assurance that we will be successful in these efforts. If the financing is not available, or if the terms of financing are less desirable than we expect, we may be forced to decrease our planned level of investment in our creator platform or scale back its operations, which could have an adverse impact on our business and financial prospects.

We evaluated whether there are any conditions and events, considered in the aggregate, that raise substantial doubt about our ability to continue as a going concern over the next twelve months from the date of filing this Quarterly Report on Form 10-Q. Although consequences of ongoing macroeconomic uncertainty could adversely affect our liquidity and capital resources in the future, and cash requirements may fluctuate based on the timing and extent of many factors, such as those discussed above, we believe our existing sources of liquidity, along with proceeds from asset dispositions and savings from cost reductions initiatives, will be sufficient to meet our obligations as they become due under the A&R Credit Agreement and our other obligations for at least one year following the date of the filing of this Quarterly Report on Form 10-Q. We may seek additional equity or debt financing in the future to satisfy capital requirements, respond to adverse developments such as changes in our circumstances or unforeseen events or conditions, or fund organic or inorganic growth opportunities. However, in the event that additional financing is required from third-party sources, we may not be able to raise it on acceptable terms or at all.

As of **September 30, 2023** March 31, 2024, we were in compliance with the covenants under our senior secured credit agreement; however, agreement. However, due to ongoing negative macroeconomic factors and their uncertain impacts on our business, results of operations and cash flows, we could experience further material decreases to net sales and operating cash flows and materially higher operating losses, and may experience difficulty remaining in compliance with such covenants. Refer to Note **10**, **9**, **Debt**, for further details regarding the terms of our A&R Credit Agreement and the A&R Term Loans (as such terms are defined in Note **10**, **9**).

Our management is required to perform an initial assessment of an entity's ability to continue as a going concern. When conditions and events, in the aggregate, raise substantial doubt about an entity's ability to continue as a going concern, management considers the mitigating effect of its plans to the extent it is probable that the plans will be effectively implemented within the assessment period and, when implemented, it is probable the plans will mitigate the relevant conditions or events and alleviate substantial doubt.

Our management's plans are focused on improving its results of operations, operating cash flows and liquidity through expense reduction initiatives, including increased management of inventory purchasing, headcount, non-essential corporate spend (i.e. systems no longer needed for the streamlined business) and the timing and magnitude of capital expenditures, and capital raising transactions during the balance of fiscal year 2023 and fiscal year 2024. We continue to review our business model to identify actions that are expected to meaningfully reduce pre-tax costs and enable a more efficient and effective organization. Our management believes these plans are probable of being effectively implemented and, when implemented, that it is probable they will mitigate the negative impacts of the current ongoing negative macroeconomic conditions on our business.

Consequently, management believes that our cash on hand, cash flows from operations and the proceeds from dispositions of assets will result in adequate cash flows and capital to support our ongoing operations and to meet our obligations as they become due under the A&R Credit Agreement and our other obligations for at least one year following the date these interim financial statements are issued.

The accompanying unaudited condensed consolidated financial statements are prepared in accordance with GAAP applicable to a going concern, which contemplates the realization of assets and the satisfaction of liabilities in the normal course of business.

Advertising Costs

We expense advertising costs as incurred. Advertising expenses were **\$1.1** **\$1.0** million and **\$3.0** **\$2.3** million for the three months ended **September 30, 2023** **March 31, 2024** and **2022**, respectively, excluding **\$0.4** **\$2.0** million and **\$1.9** million, respectively, of advertising costs related to discontinued operations. Advertising expenses operations for the **nine** **three** months ended **September 30, 2023** and **2022** were **\$4.8** million and **\$10.9** million, respectively, excluding **\$2.7** million and **\$6.8** million, respectively, of advertising costs related to discontinued operations. **March 31, 2023**. We also have various arrangements with collaborators pursuant to which we reimburse them for a portion of their advertising costs in the form of co-op marketing which provide advertising benefits to us. The costs that we incur for such advertising costs are recorded as a reduction of revenue.

Intangible Assets Gift Card Liabilities

We account for gift cards sold to customers by recording a liability in other current liabilities and **Goodwill**.

Indefinite-lived intangible assets that are accrued expenses in our consolidated balance sheets at the time of sale, which is recognized as revenue when redeemed or when we have determined the likelihood of redemption to be remote, which is referred to as gift card breakage. Depending on the jurisdiction in which we operate, gift cards sold to customers have expiration dates ranging from three to five years from the date of sale, or they do not amortized but expire and may be subject to annual impairment testing consists escheatment rights. Our gift card liability totaled **\$1.6** million, **\$1.6** million and **\$1.6** million as of **Playboy**-branded trademarks. We periodically perform a quantitative assessment to estimate the fair value of our **Playboy**-branded trademarks.

We evaluate the indefinite-lived **Playboy**-branded trademarks for impairment using the relief **March 31, 2024**, **December 31, 2023** and **December 31, 2022**, respectively. Revenue recognized from royalty method. This valuation approach requires that we make a number of assumptions to estimate fair value, including projections of future revenues, market royalty rates, tax rates, discount rates unredeemed gift card balances was **\$0.1** million and other relevant variables. The projections we use in the model are updated annually and will change over time based on the historical performance and changing business conditions. If the carrying value of the trademark exceeds its estimated fair value, an impairment charge is recognized **\$0.3** million for the excess amount.

We perform annual impairment testing on goodwill in the fourth quarter of each fiscal year or when events occur or circumstances change that would, more likely than not, reduce the fair value of a reporting unit below its carrying value. We may first assess qualitative factors to determine whether it is more likely than not that the fair value of a reporting unit is less than its carrying amount. If we determine it is more likely than not that the fair value of the reporting unit is greater than its carrying amount, an impairment test is unnecessary. If an impairment test is necessary, we will estimate the fair value of a related reporting unit. If the carrying value of a reporting unit exceeds its fair value, the goodwill of that reporting unit is determined to be impaired, **three months ended March 31, 2024** and we will proceed with recording an impairment charge equal to the excess of the carrying value over the related fair value. If we determine it is more likely than not that goodwill is not impaired, a quantitative test is not necessary.

In the second quarter of 2023, we experienced further declines in revenue and profitability, causing us to test the recoverability of our indefinite-lived assets, including goodwill, as of June 30, 2023. As a result, we recognized **\$65.5** million of impairment charges on the indefinite-lived **Playboy**-branded trademarks at the impairment date in the second quarter of 2023. Our valuation estimate was most sensitive to changes in royalty rates and the cost of capital. Impairment charges on our goodwill at the impairment date were **\$66.7** million in the second quarter of 2023. There were no impairment charges to goodwill and **Playboy**-branded trademarks to be recognized in the third quarter of 2023.

In the third quarter of 2022, as a result of macroeconomic factors, we experienced declines in revenue and profitability, causing us to test the recoverability of its goodwill and other intangible assets as of September 1, 2022. The quantitative test performed indicated that the fair value of our indefinite-lived **Playboy**-branded trademarks was less than their carrying value. Our valuation estimate was most sensitive to changes in royalty rates and the cost of capital. We recognized **\$116.0** million of impairment charges on our indefinite-lived assets at the impairment date in the third quarter of 2022. A quantitative impairment test performed on goodwill utilized the income approach, under which fair value was determined based on the present value of estimated future cash flows, discounted at an appropriate risk-adjusted rate. The quantitative test performed indicated that the carrying value of certain of our reporting units exceeded their fair value. As a result, we recognized **\$117.4** million of impairment charges on our goodwill in the third quarter of 2022, excluding **\$16.4** million of impairment charges related to discontinued operations.

Definite-lived intangible assets include distribution agreements, photo and magazine archives, licensing agreements, and trade names, which we recognized in connection with our business combinations. Because these assets were recognized as identifiable intangible assets in connection with our previous business combinations, we do not incur costs to renew or extend their terms. All of our definite-lived intangible assets are amortized using the straight-line method over their useful lives.

Impairment of Long-Lived Assets

The carrying amounts of long-lived assets, including property and equipment, stores, acquired intangible assets and right-of-use operating lease assets are periodically reviewed for impairment whenever events or changes in circumstances indicate that the carrying value of these assets may not be recoverable or that the useful life is shorter than originally estimated. Recoverability of these assets is measured by a comparison of the carrying amounts to the future undiscounted cash flows the assets are expected to generate over their remaining lives. If such review indicates that the carrying amount of long-lived assets is not recoverable, the carrying amount of such assets is reduced to their fair value.

If the useful life is shorter than originally estimated, we amortize the remaining carrying value over the revised shorter useful life. If the asset is considered to be impaired, the amount of any impairment is measured as the difference between the carrying value and the fair value of the impaired asset.

We recognized **\$5.1** million of impairment charges on our trade names at the impairment date in the second quarter of 2023, and **\$45.8** million of impairment charges on our trade names and certain other assets at the impairment date in the third quarter of 2022, excluding **\$8.3** million of impairment charges related to discontinued operations. There were no impairment charges to our long-lived assets, including trade names to be recognized in the third quarter of 2023, respectively.

Assets and Liabilities Held for Sale and Discontinued Operations

We classify assets and liabilities as held for sale, collectively referred to as the disposal group, when management commits to a formal plan to actively market the assets for sale at a price reasonable in relation to fair value, it is unlikely that significant changes will be made to the plan, the assets are available for immediate sale in its present condition, an active program to locate a buyer and other actions required to complete the sale have been initiated and the sale of the assets is expected to be completed within one year. A disposal group that is classified as held for sale is initially measured at the lower of its carrying value or fair value less any costs to sell. Any loss resulting from this measurement is recognized in the period in which the held for sale criteria are met. Conversely, gains are not recognized on the sale of a disposal group until the date of sale. The fair value of a disposal group less any costs to sell is assessed each reporting period it remains classified as held for sale and any subsequent changes are reported as an adjustment to the carrying value of the disposal group, as long as the new carrying value does not exceed the carrying value of the asset at the time it was initially classified as held for sale.

We account for discontinued operations when began the sale of artwork assets in the fourth quarter of 2023, but they were not fully disposed of as of March 31, 2024, and liabilities of a disposal group are classified as such continued to meet the assets held for sale or have been sold, and only if the disposal represents a strategic shift that has or will have a meaningful effect on our operations and financial results. We aggregate the results criteria as of operations for discontinued operations into a single line item in the consolidated statements of operations for all periods presented. General corporate overhead is not allocated to discontinued operations. March 31, 2024. Refer to Note 3, Assets and Liabilities Held for Sale and Discontinued Operations. Operations, for details.

Comprehensive Loss

Comprehensive loss consists of net loss and other gains and losses affecting stockholders' equity that, under GAAP, are excluded from net loss. Our other comprehensive loss represents foreign currency translation adjustments attributable to Honey Birdette's operations. Refer to the Condensed Consolidated Statements of Comprehensive Loss. Total foreign currency transaction gains and losses were immaterial for the three months ended March 31, 2024 and 2023.

Recently Adopted Accounting Pronouncements

In December 2022, There were no recently adopted accounting pronouncements applicable to the Financial Accounting Standards Board issued Accounting Standard Update 2022-06 Reference Rate Reform ("Topic 848") "Deferral of Company for the Sunset Date of Topic 848", which deferred the sunset date of Topic 848 from December 31, 2022 to December 31, 2024 quarter ended March 31, 2024. Topic 848 provides optional expedients and exceptions for applying GAAP to contract modifications and hedge accounting to ease the financial reporting burdens of the expected market transition from the London Interbank Offered Rate ("LIBOR") and other interbank offered rates to alternative reference rates. The standard was effective upon issuance and we may apply the optional expedients and elections in Topic 848 prospectively through December 31, 2024. Upon amendment and restatement of our Credit Agreement on May 10, 2023, LIBOR was replaced with the Secured Overnight Financing Rate ("SOFR") published by the Federal Reserve Bank of New York. Refer to Note 10, Debt. The provisions of this pronouncement did not have a material impact on our condensed consolidated financial statements.

Accounting Pronouncements Issued but Not Yet Adopted

In November 2023, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2023-07, Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures. This ASU expands public entities' segment disclosures by requiring disclosure of significant segment expenses that are regularly provided to the chief operating decision maker and included within each reported measure of segment profit or loss, an amount and description of its composition for other segment items, and interim disclosures of a reportable segment's profit or loss and assets. All disclosure requirements under ASU 2023-07 are also required for public entities with a single reportable segment. The ASU's amendments are effective for all public entities for fiscal years beginning after December 15, 2023, and interim periods within fiscal years beginning after December 15, 2024, with early adoption permitted. We are currently evaluating the impact of this pronouncement on our disclosures.

In December 2023, the FASB issued ASU 2023-08, Intangibles—Goodwill and Other—Crypto Assets (Subtopic 350-60): Accounting for and Disclosure of Crypto Assets, which addresses the accounting and disclosure requirements for certain crypto assets. This ASU requires entities to subsequently measure certain crypto assets at fair value, with changes in fair value recorded in net income in each reporting period. In addition, entities are required to provide additional disclosures about the holdings of certain crypto assets. The ASU's amendments are effective for all entities holding assets that meet certain scope criteria for fiscal years beginning after December 15, 2024, including interim periods within those years. Early adoption is permitted for both interim and annual periods. If an entity adopts the amendments in an interim period, it must adopt them as of the beginning of the fiscal year that includes that interim period. We do not believe that there were any recently issued, but not yet effective, accounting pronouncements that would expect this pronouncement to have a material effect impact on our financial statements, and are currently evaluating its impact on our disclosures and consolidated financial statements.

In December 2023, the FASB issued ASU 2023-09, Income Taxes (Topic 740): Improvements to Income Tax Disclosures. Under this ASU, public entities must annually (1) disclose specific categories in the rate reconciliation and (2) provide additional information for reconciling items that meet a quantitative threshold (if the effect of those reconciling items is equal to or greater than five percent of the amount computed by multiplying pretax income or loss by the applicable statutory income tax rate). This ASU's amendments are effective for all entities that are subject to Topic 740, Income Taxes, for annual periods beginning after December 15, 2024, with early adoption permitted. We are currently evaluating the impact of this pronouncement on our disclosures.

2. Fair Value Measurements

Fair value is the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. We apply the following fair value hierarchy, which prioritizes the inputs used to measure fair value into three levels and bases the categorization within the hierarchy upon the lowest level of input that is available and significant to the fair value measurement:

Level 1 inputs: Based on unadjusted quoted prices in active markets for identical assets or liabilities.

Level 2 inputs: Based on observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets with insufficient volume or infrequent transactions (less active markets); or model-derived valuations in which all significant inputs are observable or can be derived principally from or corroborated by observable market data for substantially the full term of the assets or liabilities.

Level 3 inputs: Based on unobservable inputs to the valuation methodology that are significant to the measurement of fair value of assets or liabilities, and typically reflect management's estimates of assumptions that market participants would use in pricing the asset or liability.

For cash equivalents, receivables and certain other current assets and liabilities at September 30, 2023 March 31, 2024 and December 31, 2022 December 31, 2023, the amounts reported approximate fair value (Level 1) due to their short-term nature. For debt, based upon the amendment refinancing of our senior secured debt in August 2022, December May 2021, its amendments in 2021 and 2022, and February 2023, as well as its further amendment and restatement in May 2023, we believe that its carrying value at March 31, 2024 and December 31, 2023 approximates fair value, as such our debt is variable-rate debt that reprices to current market rates frequently. Refer to Note 10, Note 9, Debt, for additional disclosures about our debt. Our debt is classified within Level 2 of the valuation hierarchy.

Liabilities Measured and Recorded at Fair Value on a Non-recurring Recurring Basis

The following table summarizes the fair value of our financial liabilities measured at fair value on a recurring basis by level within the fair value hierarchy (in thousands):

Liabilities	September 30, 2023				March 31, 2024			
	Level 1		Level 2		Level 1		Level 2	
	1	2	3	Total	1	2	3	Total
Contingent consideration liability	Contingent liability	\$ —	\$ —	\$(349)	\$(349)			
Contingent consideration liability	Contingent liability	\$ —	\$ —	\$(349)	\$(349)			
Contingent consideration liability	Contingent liability	\$ —	\$ —	\$(349)	\$(349)			
Liabilities	December 31, 2022				December 31, 2023			
	Level 1		Level 2		Level 1		Level 2	
	1	2	Level 3	Total	1	2	3	Total
Contingent consideration liability	Contingent liability	\$ —	\$ —	\$ (835)	\$ (835)			
Mandatorily redeemable preferred stock		—	—	(39,099)	(39,099)			
Total liabilities		\$ —	\$ —	\$ (39,934)	\$ (39,934)			
Contingent consideration liability	Contingent liability	\$ —	\$ —	\$(39,934)	\$(39,934)			
Contingent consideration liability	Contingent liability	\$ —	\$ —	\$(39,934)	\$(39,934)			

There were no transfers of financial instruments between Level 1, Level 2, and Level 3 financial instruments during the periods presented.

Contingent consideration liability relates to the contingent consideration recorded in connection with the 2021 acquisition of GlowUp Digital Inc. ("GlowUp"), which represents the fair value for shares which may be issued and cash which may be paid to the GlowUp sellers, subject to certain indemnification obligations that remained unsettled as of September 30, 2023 March 31, 2024 and December 31, 2022 December 31, 2023.

We recorded the acquisition-date fair value of the contingent liability as part of the consideration transferred. The fair value of contingent and deferred consideration was estimated using either (i) a Monte Carlo simulation analysis in an option pricing framework, using revenue projections, volatility and stock price as key inputs or (ii) a scenario-based valuation model using probability of payment, certain cost projections, and either discounting (in the case of cash-settled consideration) or stock price (for share-settled consideration) as key inputs. The analysis approach was chosen based on the terms of each purchase agreement and our assessment of appropriate methodology for each case. The contingent payments and value of stock issuances are subsequently remeasured to fair value each reporting date using the same fair value estimation method originally applied with updated estimates and inputs PLBY stock price as of September 30, 2023. We recorded \$0.2 million and \$1.4 million of fair value gain change as a result of contingent liabilities fair value remeasurement in selling and administrative expenses for during the three months ended September 30, 2023 March 31, 2024 and 2022, respectively, and \$0.5 million and \$29.3 million of fair value gain as a result of contingent liabilities fair value remeasurement for the nine months ended September 30, 2023 and 2022, respectively. 2023 was immaterial. We classified financial liabilities associated with the contingent consideration as Level 3 due to the lack of relevant observable inputs. Changes in assumptions described above could have an impact on the payout of contingent consideration.

Our Series A Preferred Stock liability, initially valued as of May 16, 2022 (the initial issuance date), and our subsequent Series A Preferred Stock liability, valued as of the August 8, 2022 (the final issuance date), were each calculated using a stochastic interest rate model implemented in a binomial lattice, in order to incorporate the various early redemption features. The fair value option was elected for Series A Preferred Stock liability, as we believe fair value best reflects the expected future economic value. Such liabilities are subsequently remeasured to fair value for each reporting date using the same valuation methodology as originally applied with updated input assumptions. In May 2023, in connection with the amendment and restatement We recorded \$3.0 million of our Credit Agreement, the outstanding Series A Preferred Stock was exchanged for debt (and thereby eliminated). See Note 10, Debt, for further details. The fair value gain recorded in nonoperating income expense as a result of remeasurement of the fair value of our Series A Preferred Stock during the nine three months ended September 30, 2023 March 31, 2023. In May 2023, in connection with the amendment and restatement of our senior secured credit agreement, the outstanding Series A Preferred Stock was \$6.5 million, and \$9.1 million and \$10.9 million during the three and nine months ended September 30, 2022, respectively, exchanged for debt (and thereby eliminated). Refer to Note 9, Debt, for further details. We classified financial liabilities associated with our Series A Preferred Stock as Level 3 due to the lack of relevant observable inputs.

The following table provides a roll-forward of the fair value of the liabilities categorized as Level 3 and measured at fair value on a recurring basis for the nine three months ended September 30, 2023 March 31, 2024 (in thousands):

	Contingent Consideration	Mandatorily Redeemable Preferred Stock Liability	Total

Balance at December 31, 2022	\$ 835	\$ 39,099	\$ 39,934
Change in fair value	(486)	(6,505)	(6,991)
Exchange of mandatorily redeemable preferred shares	—	(32,594)	(32,594)
Balance at September 30, 2023	\$ 349	\$ —	\$ 349

	Contingent Consideration
Balance at December 31, 2023	\$ 399
Change in fair value	12
Balance at March 31, 2024	\$ 411

The decrease increase in the fair value of the contingent consideration for the nine three months ended September 30, 2023 March 31, 2024 was primarily due to a decrease an increase in a price per share of our common stock.

Assets and Liabilities Held for Sale

We initially measure an asset that is classified as held for sale at the lower of its carrying amount or fair value less costs to sell. We assess the fair value of an asset less costs to sell each reporting period that it remains classified as held for sale, and report any subsequent changes as an adjustment to the carrying amount of the asset. Assets are not depreciated or amortized while they are classified as held for sale.

The assumptions used in measuring fair value of assets and liabilities held for sale are considered Level 3 inputs, which include recent purchase offers and market comparables. The assumptions used in measuring fair value of our artwork held for sale are considered Level 2 inputs, which include market prices obtained from recent auctions of similar works of art, or management's judgment as to their salable value. During the three and nine months ended September 30, 2023 March 31, 2024, we recorded \$2.4 million of impairment charges recorded in relation related to assets and liabilities our artwork held for sale were immaterial.

sale.

Assets Measured and Recorded at Fair Value on a Non-recurring Basis

In addition to liabilities that are recorded at fair value on a recurring basis, we record assets and liabilities at fair value on a nonrecurring basis. Generally, our non-financial instruments, which primarily consist of goodwill, intangible assets, including digital assets, right-of-use assets and property and equipment, are not required to be measured at fair value on a recurring basis and are reported at carrying value. However, on a periodic basis, whenever events or changes in circumstances indicate that their carrying value may not be fully recoverable (and at least annually for goodwill and indefinite-lived intangible assets), non-financial instruments are assessed for impairment and, if applicable, written-down to and recorded at fair value, considering market participant assumptions. Recognized losses related to the impairment of our digital assets during the three and nine months ended September 30, 2023 March 31, 2024 and 2023 were immaterial, and the fair value of our digital assets was immaterial as of September 30, 2023. Recognized losses related to the impairment of our digital assets during the three months ended September 30, 2022 were immaterial. During the nine months ended September 30, 2022 we recognized \$4.9 million of losses related to the impairment of our digital assets, which had a fair value of \$0.3 million as of December 31, 2022 March 31, 2024 and December 31, 2023. Fair value of digital assets held are predominantly based on Level 1 inputs.

We use an income approach, using discounted cash flow and relief from royalty valuation models with Level 3 inputs, to measure the fair value of our non-financial assets, including goodwill, indefinite-lived trademarks and definite-lived trade names, and liabilities. With respect to goodwill, key assumptions applied in an income approach using the discounted cash flow valuation model include revenue growth rates and discount rates. With respect to indefinite-lived trademarks, key assumptions used in the income approach and the relief from royalty valuation model include revenue growth rates, royalty rates and discount rates. With respect to definite-lived trade names, key assumptions used in the relief from royalty valuation model include revenue growth rates, royalty rates and discount rates. Our cash flow projections represent management's most recent planning assumptions, which are based on a combination of industry outlooks, views on general economic conditions, our expected pricing plans and expected future savings. Terminal values are determined using a common methodology of capturing the present value of perpetual cash flow estimates beyond the last projected period assuming a constant weighted-average cost of capital and long-term growth rates. Changes in key assumptions, namely discount rates, royalty rates, growth rates and projections, could have an impact on the fair value of our non-financial assets and liabilities. At the impairment date in the second quarter of 2023 and the third quarter of 2022, we recorded impairment charges on our intangible assets, including goodwill, indefinite-lived trademarks, trade names and certain other assets of \$137.3 million and \$279.2 million, respectively. Refer to Note 8, Intangible Assets and Goodwill, for further information.

3. Assets and Liabilities Held for Sale and Discontinued Operations

On April 4, 2023, we completed the sale of all of the membership interests of our wholly-owned subsidiary, Yandy, to an unaffiliated, private, third-party buyer ("Yandy Buyer"). The consideration paid by the Yandy Buyer for the Yandy Sale consisted of \$1 million in cash and a \$2 million secured promissory note (which note was then settled in the third quarter of 2023 for a cash payment to us of \$1.3 million). The Yandy Sale resulted in a loss of \$0.3 million before income taxes. Transaction expenses incurred in connection with the sale were immaterial. In connection with the Yandy Sale, on April 4, 2023, we entered into a sublease agreement with Yandy (under its new ownership by Yandy Buyer) for Yandy's warehouse on substantively the same terms as the original lease. As a result, Yandy's warehouse right-of-use assets and related lease liabilities, including leasehold improvements associated with the lease, remained on our consolidated balance sheet as of March 31, 2024 and December 31, 2023.

On October 3, 2023, we entered into a Stock Purchase Agreement (the "SPA") with LV Holding, LLC ("TLA Buyer") for the sale of TLA. We closed the TLA Sale on November 3, 2023. Pursuant to the terms and subject to the conditions set forth in the SPA, TLA Buyer acquired from Playboy Enterprises, Inc., a wholly-owned subsidiary of PLBY Group, Inc. and the holder of all equity of TLA, all of the issued and outstanding equity interests of TLA, which held and operated the Lovers business, for approximately \$13.5 million in cash (the "Purchase Price"). We also received approximately \$0.8 million as part of a working capital adjustment following the closing of the TLA Sale. Approximately

\$2.1 million of the Purchase Price was placed into a short-term escrow account at the closing of the TLA Sale in connection with a post-closing working capital adjustment, certain possible indemnification claims payable by TLA and for certain post-closing items to be completed by TLA. As of September 30, 2023, the date of this Quarterly Report on Form 10-Q, such escrow funds had been released to us in full. The sale resulted in a gain of \$7.7 million before income taxes.

The Yandy (which was sold in the second quarter of 2023) and TLA disposal groups, met previously included in the Direct-to-Consumer segment in the prior year comparative period, were classified as discontinued operations in the condensed consolidated statements of operations for the prior year comparative period presented.

The following table summarizes the components of loss from discontinued operations, net of tax in the accompanying consolidated statements of operations (in thousands):

	Three Months Ended March 31, 2023
Net revenues	\$ 16,238
Costs and expenses:	
Cost of sales	(8,369)
Selling and administrative expenses	(9,330)
Total costs and expenses	(17,699)
Operating loss	(1,461)
Nonoperating income:	
Other income	40
Total nonoperating income	40
Loss from discontinued operations before income taxes	(1,421)
Benefit from income taxes	49
Loss from discontinued operations, net of tax	<u><u>\$ (1,372)</u></u>

We began the sale of artwork assets in the fourth quarter of 2023, but they were not fully disposed of as of March 31, 2024, and as such continued to meet the criteria discussed in Note 1, Basis of Presentation and Summary of Significant Accounting Policies, to be classified as discontinued operations for all periods presented, as the divestiture of Yandy and TLA in the aggregate represents a strategic shift that has or will have a major effect on our operations and financial results. Their assets and liabilities are classified as current assets and liabilities held for sale in the our condensed consolidated balance sheets sheet as of March 31, 2024. During the three months ended March 31, 2024, we recorded \$2.4 million of impairment charges related to our artwork held for all periods presented. The sale of TLA was closed on November 3, 2023. Refer to Note 18, Subsequent events, for details. sale.

The following table summarizes the components of income (loss) from discontinued operations, net of tax in the accompanying condensed consolidated statements of operations (in thousands):

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2023	2022	2023	2022
Net revenues	\$ 9,880	\$ 17,918	\$ 36,121	\$ 57,769
Costs and expenses:				
Cost of sales	(4,252)	(11,512)	(16,431)	(30,939)
Selling and administrative expenses	(4,313)	(10,078)	(19,329)	(30,060)
Impairments	—	(24,665)	—	(24,665)
Total operating expense	(8,565)	(46,255)	(35,760)	(85,664)
Operating income (loss)	1,315	(28,337)	361	(27,895)
Nonoperating income (expense):				
Other income (expense), net	9	52	(190)	134
Total nonoperating income (expense)	9	52	(190)	134
Income (loss) from discontinued operations before income taxes	1,324	(28,285)	171	(27,761)
(Expense) benefit from income taxes	(5)	471	(22)	1,121
Income (loss) from discontinued operations, net of tax	<u><u>\$ 1,319</u></u>	<u><u>\$ (27,814)</u></u>	<u><u>\$ 149</u></u>	<u><u>\$ (26,640)</u></u>

The major classes of assets and liabilities classified as held for sale in the accompanying condensed consolidated balance sheets were as follows (in thousands):

	September 30, 2023	December 31, 2022
Assets		

Receivables, net of allowance for credit losses	\$ 183	\$ 4,206
Inventories, net	4,684	12,477
Prepaid expenses and other current assets	306	539
Property and equipment, net	1,531	3,571
Operating right-of-use assets	12,131	13,183
Other intangible assets, net	433	471
Other noncurrent assets	265	463
Total assets held for sale	\$ 19,533	\$ 34,910
Liabilities		
Accounts payable	\$ 1,760	\$ 6,541
Deferred revenues	—	282
Operating lease liabilities	11,494	13,682
Other current liabilities and accrued expenses	2,237	6,621
Total liabilities held for sale	\$ 15,491	\$ 27,126

4. Revenue Recognition

Contract Balances

Our contract assets relate to our **Trademark Licensing** trademark licensing revenue stream where arrangements are typically long-term and non-cancelable. Contract assets are reclassified to accounts receivable when the right to bill becomes unconditional. Our contract liabilities consist of billings or payments received in advance of revenue recognition and are recognized as revenue when transfer of control to customers has occurred. Contract assets and contract liabilities are netted on a contract-by-contract basis. Contract assets were \$10.4 million and \$16.2 million liabilities are classified as deferred revenue in the consolidated balance sheets as of **September 30, 2023** **March 31, 2024** and **December 31, 2022**, respectively. Contract December 31, 2023.

The following table summarizes our contract assets and certain contract liabilities were \$29.0 million and \$31.9 million (in thousands). This table excludes \$4.2 million of accounts receivable included in assets held for sale in our consolidated balance sheets as of **September 30, 2023** and **December 31, 2022**, respectively, which excludes and \$0.3 million of contract liabilities included in liabilities assets held for sale in the condensed our consolidated balance sheets sheet as of December 31, 2022.

	March 31, 2024	December 31, 2023	December 31, 2022
Accounts receivable	\$ 6,940	\$ 7,496	\$ 14,214
Contract Balances:			
Contract assets, current portion	\$ 8,343	\$ 1,547	\$ 2,559
Contract assets, net of current portion	1,950	8,716	13,680
Contract liabilities, current portion	(6,566)	(9,205)	(10,480)
Contract liabilities, net of current portion	(5,620)	(4,641)	(21,406)
Contract liabilities, net	\$ (1,893)	\$ (3,583)	\$ (15,647)

The changes in such following tables provide a roll-forward of our netted contract balances during the nine months ended September 30, 2023 primarily relate to (i) \$31.5 million of revenues recognized that were included in gross assets and contract liabilities at December 31, 2022, (ii) a \$2.7 million increase in contract liabilities due to cash received in advance or consideration to which we are entitled remaining in the net contract liability balance at period-end, (iii) \$25.1 million of contract assets reclassified into accounts receivable as the result of rights to consideration becoming unconditional, and (iv) a \$6.6 million decrease in contract assets primarily due to impairment of certain trademark licensing contracts and certain contract modifications and terminations, from continuing operations (in thousands):

Contract assets were \$16.7 million and \$17.4 million as of September 30, 2022 and December 31, 2021, respectively. Accounts receivable as of September 30, 2022 and December 31, 2021 were \$12.1 million and \$13.3 million, respectively, which excludes assets held for sale of \$0.5 million and \$0.8 million, respectively. Contract liabilities were \$33.5 million and \$52.5 million as of September 30, 2022 and December 31, 2021, respectively, which excludes \$0.8 million and \$1.1 million of contract liabilities included in liabilities held for sale in the condensed consolidated balance sheets as of September 30, 2022 and December 31, 2021, respectively. The changes in such contract balances, excluding changes recorded as discontinued operations in the condensed consolidated statements of operations, during the nine months ended September 30, 2022 primarily relate to (i) \$41.0 million of revenues recognized that were included in gross contract liabilities at December 31, 2021, (ii) a \$2.6 million increase in contract liabilities due to cash received in advance or consideration to which we are entitled remaining in the net contract liability balance at period-end, (iii) \$18.5 million of contract assets reclassified into accounts receivable as a result of rights to consideration becoming unconditional, and (iv) a \$1.3 million decrease in contract assets due to certain trademark licensing contract

modifications and terminations.

	Contract Liabilities, Net
Balance at December 31, 2023	\$ (3,583)
Revenues recognized that were included in gross contract liabilities at December 31, 2023	7,186
Contract assets reclassified to accounts receivable in the first quarter of 2024	(4,019)
Cash received in advance since prior year and remains in net contract liabilities at period-end	(1,477)
Balance at March 31, 2024	\$ (1,893)

	Contract Liabilities, Net
Balance at December 31, 2022	\$ (15,647)
Revenues recognized that were included in gross contract liabilities at December 31, 2022	12,032
Contract assets reclassified to accounts receivable in the first quarter of 2023	(7,550)
Cash received in advance since prior year and remained in net contract liabilities at period-end	(1,540)
Contract impairments, modifications and terminations in 2023	(141)
Balance at March 31, 2023	\$ (12,846)

Future Performance Obligations

In the third quarter of 2023, we further updated the revenue recognition for certain of our licensees pursuant to their contract modifications and expected collectability, which resulted in the impairment of corresponding assets of \$7.7 million, net of a \$1.0 million reduction in related commission accrual. For the nine months ended September 30, 2023, impairments of assets attributable to licensing contracts were \$17.7 million, net of a \$2.2 million reduction in related commission accrual. The decrease in revenue from such licensees was \$4.0 million and \$10.7 million during the three and nine months ended September 30, 2023, respectively, compared to the comparable prior year periods. Due to challenging economic conditions in China, collections from certain Chinese licensees there have slowed significantly. Future contract modifications and collectability issues could further impact the revenue recognized against our ongoing contract assets.

As of September 30, 2023 March 31, 2024, unrecognized revenue attributable to unsatisfied and partially unsatisfied performance obligations under our long-term contracts was \$187.8 million \$39.7 million, of which \$181.0 million relates \$33.2 million related to Trademark Licensing, with \$157.7 million attributable trademark licensing, \$5.7 million related to long-term licenses with Chinese licensees, \$5.2 million relates digital subscriptions and products, and \$0.8 million related to Digital Subscriptions and Products, and \$1.6 million relates to other obligations. In October 2023, we terminated licensing agreements with certain Chinese licensees, which comprised \$154.2 million of the unrecognized Trademark Licensing revenue under our long-term contracts as of September 30, 2023. Revenue recognized in connection with the contracts that were subsequently terminated was \$6.1 million and \$19.9 million during the three and nine months ended September 30, 2023, respectively.

direct-to-consumer products. Unrecognized revenue of our Trademark Licensing the trademark licensing revenue stream excluding revenue from licensing agreements terminated in October 2023 as discussed in Note 1, Basis of Presentation, is expected to will be recognized over the next seven years, of which 91% is expected to 92% will be recognized in the first five years. Unrecognized revenue of the Digital Subscriptions digital subscriptions and Products products revenue stream is expected to will be recognized over the next five years, of which 42% is expected to 47% will be recognized in the first year. Unrecognized revenues under contracts disclosed above do not include contracts for which variable consideration is determined based on the customer's subsequent sale or usage.

Disaggregation of Revenue

The following table disaggregates revenue by type (in thousands), excluding revenues from discontinued operations:

	Three Months Ended March 31, 2024				
	Digital Subscriptions and Content				
	Licensing	Direct-to-Consumer	Digital Subscriptions and Content	Other	Total
Trademark licensing	\$ 4,085	\$ —	\$ —	\$ —	\$ 4,085
Digital subscriptions and products	—	—	3,804	—	3,804
TV and cable programming	—	—	1,690	—	1,690
Consumer products	—	18,740	—	—	18,740
Total revenues	\$ 4,085	\$ 18,740	\$ 5,494	\$ —	\$ 28,319

	Three Months Ended March 31, 2023				
	Digital Subscriptions and Content				
	Licensing	Direct-to-Consumer	Digital Subscriptions and Content	Other	Total
Trademark licensing	\$ 9,693	\$ —	\$ —	\$ —	\$ 9,693
Magazine, digital subscriptions and products	—	—	2,690	4	2,694
TV and cable programming	—	—	2,048	—	2,048

Consumer products	—	20,768	—	—	—	20,768
Total revenues	\$ 9,693	\$ 20,768	\$ 4,738	\$ 4	\$ 35,203	

	Three Months Ended September 30, 2023					Nine Months Ended September 30, 2023						
	Direct-to-Consumer		Digital Subscriptions and Content		Other	Total	Direct-to-Consumer		Digital Subscriptions and Content		Other	Total
	Licensing	Consumer				\$ 10,931	Licensing	Consumer				\$ 30,913
Trademark licensing	\$ 10,931	\$ —	\$ —	\$ —	\$ —	\$ 10,931	\$ 30,913	\$ —	\$ —	\$ —	\$ 30,913	
Digital subscriptions and products	—	—	3,359	—	—	3,359	—	—	9,145	4	9,149	
TV and cable programming	—	—	1,847	—	—	1,847	—	—	5,911	—	5,911	
Consumer products	—	17,145	—	—	—	17,145	—	57,613	—	—	57,613	
Total revenues	\$ 10,931	\$ 17,145	\$ 5,206	\$ —	\$ 33,282	\$ 30,913	\$ 57,613	\$ 15,056	\$ 4	\$ 103,586		

	Three Months Ended September 30, 2022					Nine Months Ended September 30, 2022						
	Direct-to-Consumer		Digital Subscriptions and Content		Other	Total	Direct-to-Consumer		Digital Subscriptions and Content		Other	Total
	Licensing	Consumer				\$ 14,908	Licensing	Consumer				\$ 45,345
Trademark licensing	\$ 14,908	\$ —	\$ —	\$ —	\$ —	\$ 14,908	\$ 45,345	\$ —	\$ —	\$ —	\$ —	\$ 45,345
Magazine, digital subscriptions and products	—	—	2,403	42	2,445	—	—	—	7,050	720	7,770	
TV and cable programming	—	—	2,263	—	2,263	—	—	—	7,050	—	7,050	
Consumer products	—	26,090	—	—	26,090	—	80,482	—	—	—	80,482	
Total revenues	\$ 14,908	\$ 26,090	\$ 4,666	\$ 42	\$ 45,706	\$ 45,345	\$ 80,482	\$ 14,100	\$ 720	\$ 140,647		

The following table disaggregates revenue by point-in-time point in time versus over time (in thousands), excluding revenues from discontinued operations:

	Three Months		Nine Months Ended	
	Ended September	30,	September 30,	
	2023	2022	2023	2022

	Three Months Ended March 31,		Three Months Ended March 31,	
	2024	2024	2023	2023
Point in time	Point in time	\$ 18,306	\$ 26,108	\$ 60,450
Over time	Over time	14,976	19,598	43,136
Total revenues	Total revenues	\$ 33,282	\$ 45,706	\$ 103,586
		\$ 33,282	\$ 45,706	\$ 140,647

5. Inventories, Net

The following table sets forth inventories, net, which are stated at the lower of cost (specific cost and first-in, first-out) and net realizable value (in thousands). The table excludes \$4.7 million

	March 31, 2024		December 31, 2023	
Editorial and other pre-publication costs		\$ 117	\$ 242	
Merchandise finished goods		8,753	12,758	
Total		\$ 8,870	\$ 13,000	

At March 31, 2024 and \$12.5 million of inventory, net, which is included in assets held for sale in the condensed consolidated balance sheets as of September 30, 2023 and December 31, 2022, respectively. Refer to Note 3, Assets and Liabilities Held for Sale and Discontinued Operations.

	September 30, 2023	December 31, 2022
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Editorial and other pre-publication costs	\$ 260	\$ 690
Merchandise finished goods	13,737	19,922
Total	\$ 13,997	\$ 20,612

At September 30, 2023 and December 31, 2022 December 31, 2023, reserves for slow-moving and obsolete inventory related amounted to merchandise finished goods amounted to \$4.9 million \$5.1 million and \$3.6 million, \$5.5 million, respectively. Reserves for slow-moving and obsolete inventory as of September 30, 2023 exclude an immaterial amount of inventory reserves included in assets held for sale in the condensed consolidated balance sheets as of September 30, 2023. Reserves for slow-moving and obsolete inventory as of December 31, 2022 exclude \$1.4 million of inventory reserves included in assets held for sale in the condensed consolidated balance sheets as of December 31, 2022. Refer to Note 3, Assets and Liabilities Held for Sale and Discontinued Operations.

6. Prepaid Expenses and Other Current Assets

Prepaid expenses and other current assets consist of the items set forth in the table below following (in thousands). The table excludes \$0.3 million and \$0.5 million of assets included in assets held for sale in the condensed consolidated balance sheets as of September 30, 2023 and December 31, 2022, respectively. Refer to Note 3, Assets and Liabilities Held for Sale and Discontinued Operations.

	September		December	
	30, 2023	31, 2022		
Prepaid taxes	\$ 2,889	\$ 3,150		
Deposits	170	205		
			March 31, 2024	March 31, 2024
				December 31, 2023
Contract assets, current portion				
Prepaid inventory not yet received				
Prepaid software				
Prepaid insurance	705	1,074		
Contract assets, current portion	1,348	2,559		
Prepaid software	2,440	3,714		
Prepaid inventory not yet received	5,313	3,397		
Prepaid platform fees	434	1,126		
Promissory note receivable				
Other	1,842	1,996		
Total	\$ 15,141	\$ 17,221		

In the first quarter of 2023, we significantly restructured our technology expenses, and cost-excessive and under-utilized software packages were either terminated or not renewed upon expiration of applicable agreements. This resulted in a restructuring charge of \$4.6 million recorded in selling and administrative expenses in the condensed consolidated results of operations for the nine three months ended September 30, 2023 March 31, 2023, excluding \$0.4 million of costs related to discontinued operations, out of which \$1.5 million was the accelerated amortization of prepaid software.

7. Property and Equipment, Net

Property and equipment, net consists of the items set forth in the table below following (in thousands). The table excludes \$1.5 million and \$3.6 million of property and equipment, net, included in assets held for sale in the condensed consolidated balance sheets as of September 30, 2023 and December 31, 2022, respectively. Refer to Note 3, Assets and Liabilities Held for Sale and Discontinued Operations.

		September 30, 2023	December 31, 2022		
		March 31, 2024		March 31, 2024	December 31, 2023
Internally developed software					
Leasehold improvements	Leasehold improvements	\$ 10,480	\$ 9,096		
Equipment					
Furniture and fixtures					
Construction in progress	Construction in progress	492	782		
Equipment		3,665	3,704		
Internally developed software		10,778	7,096		
Furniture and fixtures		1,954	1,953		
Total property and equipment, gross	Total property and equipment, gross	27,369	22,631		
Less: accumulated depreciation	Less: accumulated depreciation	(12,427)	(8,827)		
Total	Total	\$ 14,942	\$ 13,804		

The aggregate depreciation expense related to property and equipment, included in loss from continuing operations net was \$1.6 million \$1.4 million and \$2.5 million \$1.2 million for the three months ended September 30, 2023 March 31, 2024 and 2022, respectively, and \$4.1 million and \$4.4 million for the nine months ended September 30, 2023 and 2022, 2023, respectively. Depreciation expense related to property and equipment attributable to discontinued operations was immaterial for the three and nine months ended September 30, 2023 and 2022.

8. Intangible Assets and Goodwill

Intangible Assets

Our indefinite-lived intangible assets that are not amortized consisted of \$150.8 million and \$216.0 million of Playboy-branded trademarks and acquired trade names as of September 30, 2023 and December 31, 2022, respectively. Capitalized trademark costs include costs associated with the acquisition, registration and/or renewal of our trademarks. We expense certain costs associated with the defense of our trademarks. Registration and renewal costs that were capitalized during each of the three and nine months ended September 30, 2023 and 2022 were immaterial.

As a result of ongoing impacts to our revenue, including declines in consumer demand and discontinued operations, we recorded non-cash asset impairment charges, at the impairment date in the second quarter of 2023, related to the write-down of goodwill of \$66.7 million, to indefinite-lived trademarks of \$65.5 million, and to trade names and other assets of \$5.1 million. At the impairment date in the third quarter of 2022, we recorded non-cash asset impairment charges related to a write-down of goodwill by \$117.4 million (excluding \$16.4 million of impairment charges related to discontinued operations), a write-down of indefinite-lived trademarks by \$116.0 million, and a write-down of trade names and other assets by \$45.8 million (excluding \$8.3 million of impairment charges related to discontinued operations).

The table below summarizes our intangible assets, net (in thousands). The table excludes \$0.4 million and \$0.5 million of other intangible assets, net included in assets held for sale in the condensed consolidated balance sheets as of September 30, 2023 and December 31, 2022, respectively. Refer to Note 3, Assets and Liabilities Held for Sale and Discontinued Operations.

	September 30, 2023	December 31, 2022
Digital assets	\$ 5	\$ 327
Total amortizable intangible assets, net	12,495	19,796
Total indefinite-lived intangible assets	150,829	216,014
Total	\$ 163,329	\$ 236,137

Impairment charges related to our digital assets, which were comprised of the cryptocurrency "Ethereum" as of September 30, 2023 and December 31, 2022, were immaterial for the three and nine months ended September 30, 2023. Impairment charges related to our digital assets were immaterial for the three months ended September 30, 2022, and \$4.9 million for the nine months ended September 30, 2022.

Our amortizable intangible assets, excluding assets classified as held for sale in the condensed consolidated balance sheets, consisted of the following (in thousands):

	Weighted-Average Life (Years)	Gross Carrying Amount	Accumulated Amortization	Accumulated Impairments*	Net Carrying Amount
September 30, 2023					
Trade names	12	\$ 65,409	\$ (7,659)	\$ (45,854)	\$ 11,896
Distribution agreements	15	3,720	(3,121)	—	599
Total		\$ 69,129	\$ (10,780)	\$ (45,854)	\$ 12,495

*Includes trade name impairment charges of \$5.1 million during the nine months ended September 30, 2023.

The table below excludes TLA's customer lists and Yandy's trade names as these were included in assets held for sale in the condensed consolidated balance sheets as of December 31, 2022.

	Weighted- Average Life (Years)	Gross Carrying Amount	Accumulated Amortization	Accumulated Impairments	Net Carrying Amount
December 31, 2022					
Trade names	12	\$ 74,625	\$ (6,881)	\$ (48,733)	\$ 19,011
Distribution agreements	15	3,720	(2,935)	—	785
Developed technology	3	2,300	(2,300)	—	—
Total		\$ 80,645	\$ (12,116)	\$ (48,733)	\$ 19,796

The aggregate amortization expense for definite-lived intangible assets included in loss from continuing operations was \$0.4 million and \$2.7 million for the three months ended September 30, 2023 and 2022, respectively. Amortization expense for definite-lived intangible assets attributable to discontinued operations was immaterial for the three months ended September 30, 2023 and 2022. The aggregate amortization expense for definite-lived intangible assets included in the continuing operations was \$1.4 million and \$6.3 million for the nine months ended September 30, 2023 and 2022, respectively. Amortization expense for definite-lived intangible assets attributable to discontinued operations was immaterial for the nine months ended September 30, 2023 and 2022.

As of September 30, 2023, expected amortization expense relating to definite-lived intangible assets for each of the next five years and thereafter is as follows (in thousands):

Remainder of 2023				\$ 352
2024				1,409
2025				1,409
2026				1,202
2027				1,161
Thereafter				6,962
Total				\$ 12,495

Goodwill

Changes in the carrying value of goodwill for the nine months ended September 30, 2023 were as follows (in thousands):

	Gross Goodwill	Impairments	Net Goodwill
Balance at December 31, 2022	\$ 257,545	\$ (134,328)	\$ 123,217
Foreign currency translation adjustment in relation to Honey Birdette	(2,837)		(2,837)
Impairments*		(66,660)	(66,660)
Balance at September 30, 2023	\$ 254,708	\$ (200,988)	\$ 53,720

*Goodwill impairment charges recorded during the nine months ended September 30, 2023 were \$67.5 million. The difference from the amount shown in the table is due to foreign currency translation.

Changes in the recorded carrying value of goodwill for the nine months ended September 30, 2023 by reportable segment were as follows:

	Direct-to-Consumer	Licensing	Digital Subscriptions and Content
Balance at December 31, 2022	\$ 90,117	\$ —	\$ 33,100

Foreign currency translation and other adjustments	(2,837)	—	—
Impairments*	(66,660)	—	—
Balance at September 30, 2023	\$ 20,620	\$ —	\$ 33,100

*Goodwill impairment charges recorded during the nine months ended September 30, 2023 were \$67.5 million. The difference from the amount shown in the table is due to foreign currency translation. March 31, 2023.

9.8. Other Current Liabilities and Accrued Expenses

Other current liabilities and accrued expenses consisted of the items set forth in the table below following (in thousands). The table excludes \$2.2 million and \$6.6 million of other current liabilities and accrued expenses included in assets held for sale in the condensed consolidated balance sheets as of September 30, 2023 and December 31, 2022, respectively. Refer to Note 3, Assets and Liabilities Held for Sale and Discontinued Operations.

	September 30, 2023	December 31, 2022		
	March 31, 2024	March 31, 2024	March 31, 2024	December 31, 2023
Taxes				
Accrued interest	Accrued interest	\$ 2,898	\$ 2,096	
Accrued salaries, wages and employee benefits	Accrued salaries, wages and employee benefits	4,834	3,850	
Accrued creator fees				
Outstanding gift cards and store credits	Outstanding gift cards and store credits	1,297	1,571	
Inventory in transit		5,272	6,510	
Sales taxes		3,793	4,542	
Accrued creator fees		1,887	—	
Other	Other	5,439	6,537	
Total	Total	\$ 25,420	\$ 25,106	

10.9. Debt

The following table sets forth our debt (in thousands):

	September 30, 2023	December 31, 2022
Term loan, due 2027	\$ 209,848	\$ 201,613
Total debt	209,848	201,613
Less: unamortized debt issuance costs	(625)	(1,822)
Less: unamortized debt discount	(21,014)	(6,616)
Total debt, net of unamortized debt issuance costs and debt discount	188,209	193,175
Less: current portion of long-term debt	(304)	(2,050)
Total debt, net of current portion	\$ 187,905	\$ 191,125

On April 4, 2023, we entered into Amendment No. 5 (the "Fifth Amendment") to our senior secured Credit and Guaranty Agreement, dated as of May 25, 2021 (as previously amended on August 11, 2021, August 8, 2022, December 6, 2022 and February 17, 2023, the "Credit Agreement", and as further amended by the Fifth Amendment) to permit, among other things, the sale of our wholly-owned subsidiary, Yandy Enterprises, LLC, and that the proceeds of such sale would not be required to prepay the loans under the Credit Agreement (as amended through the Fifth Amendment); provided that at least 30% of the consideration for the Yandy Sale was paid in cash.

	March 31, 2024	December 31, 2023
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Term loan, due 2027	\$ 209,772	\$ 209,772
Plus: capitalized payment-in-kind interest	3,752	1,848
Total debt	213,524	211,620
Less: unamortized debt issuance costs	(462)	(582)
Less: unamortized debt discount	(19,705)	(20,619)
Total debt, net of unamortized debt issuance costs and debt discount	193,357	190,419
Less: current portion of long-term debt	(304)	(304)
Total debt, net of current portion	\$ 193,053	\$ 190,115

On May 10, 2023 (the "Restatement Date"), we entered into an amendment and restatement of the Credit Agreement (the "A&R Credit Agreement") of our prior credit agreement (the "2021 Credit Agreement") to reduce the interest rate applicable to our senior secured debt and the implied interest rate on our Series A Preferred Stock, exchange (and thereby eliminate) our outstanding Series A Preferred Stock, and obtain additional covenant relief and funding. For the terms of the 2021 Credit Agreement, as amended, refer to Note 9, Debt, within the notes to our consolidated financial statements set forth in our Annual Report on Form 10-K filed with the SEC on March 29, 2024.

In connection with the A&R Credit Agreement, Fortress Credit Corp. and its affiliates (together, "Fortress") became our lender with respect to approximately 90% of the term loans under the A&R Credit Agreement (the "A&R Term Loans"). Fortress exchanged 50,000 shares of our Series A Preferred Stock (representing all of our issued and outstanding preferred stock) for approximately \$53.6 million of the A&R Term Loans, and we obtained approximately \$11.8 million of additional funding as part of the A&R Term Loans. As a result, our Series A Preferred Stock was eliminated, and the principal balance of the A&R Term Loans under the A&R Credit Agreement became approximately \$210.0 million (whereas on the original Credit Agreement had an outstanding balance of approximately \$156.0 million as of March 31, 2023). Restatement Date.

In connection with the A&R Credit Agreement, the original term loan under the 2021 Credit Agreement's term loans were apportioned into approximately \$20.6 million of Tranche A term loans ("Tranche A") and approximately \$189.4 million of Tranche B term loans ("Tranche B", and together with Tranche A comprising the A&R Term Loans). The prior amortization payments applicable to the total term loan under the original 2021 Credit Agreement were eliminated. The A&R Credit Agreement only requires that the smaller Tranche A be subject to quarterly amortization payments of approximately \$76,000 per quarter. The benchmark rate for the A&R Term Loans is the applicable term of secured overnight financing rate the Secured Overnight Financing Rate ("SOFR"), as published by the U.S. Federal Reserve Bank of New York (rather than LIBOR, the London Inter-Bank Offered Rate ("LIBOR"), as under the original 2021 Credit Agreement). As of the Restatement Date, Tranche A accrues accrued interest at SOFR plus 6.25%, and 0.10% SOFR adjustment, with a SOFR floor of 0.50%. As of the Restatement Date, Tranche B accrues accrued interest at SOFR plus 4.25%, and 0.10% SOFR adjustment, with a SOFR floor of 0.50%. The stated interest rate of Tranche A and Tranche B term loans as of September 30, 2023 was 11.41% and 9.41%, respectively. The stated interest rate of the term loan pursuant to the Credit Agreement as of December 31, 2022 was 11.01%. The effective interest rate of Tranche A and Tranche B A&R Term Loans as of September 30, 2023 was 11.94% and 14.43%, respectively. The effective interest rate of the term loan pursuant to the Credit Agreement as of December 31, 2022 was 12.3%.

We obtained additional leverage covenant relief through the first quarter of 2025, with testing of a total net leverage ratio covenant commencing following the quarter ending March 31, 2025, which covenant will be initially set at 7.25:1.00, reducing in 0.25 increments per quarter until the ratio reaches 5.25:1.00 for the quarter ending March 31, 2027.

In July 2023, DBD Credit Funding LLC, an affiliate of Fortress, became the administrative agent and collateral agent under the A&R Credit Agreement.

As a result of In connection with the amendment and restatement of the Credit Agreement (the "Restatement") in the second quarter of 2023, we recorded \$8.0 million of gain for partial debt extinguishment and capitalized an additional \$21.0 million of debt discount while deferring and continuing to amortize an existing discount of \$2.6 million, which will be amortized over the remaining term of our senior secured debt and recorded in interest expense in our condensed consolidated statements of operations. As a result of the Restatement, fees of \$0.3 million were expensed as incurred and \$0.4 million of debt issuance costs were capitalized in the second quarter of 2023.

On TLA Sale, on November 2, 2023, we entered into Amendment No. 1 to the A&R Credit Agreement. Refer Agreement (the "A&R First Amendment"), to Note 18, Subsequent Events, permit, among other things: (a) the TLA Sale and the sale of certain other assets (and the proceeds of such sales will not be required to prepay the A&R Term Loans); and (b) the Company to elect, through August 31, 2025, to pay in cash accrued interest equal to the applicable SOFR plus 1.00%, with the remainder of any applicable accrued interest not paid in cash capitalized into the A&R Term Loans. The other terms of the A&R Credit Agreement remained substantially unchanged from those prior to the A&R First Amendment.

On March 27, 2024, we entered into Amendment No. 2 to the A&R Credit Agreement (the "A&R Second Amendment"), which provided for, among other things:

- (a) the amendment of the Total Net Leverage Ratio covenant to (i) suspend testing of such covenant until the quarter ending June 30, 2026, (ii) adjust the Total Net Leverage Ratio financial covenant levels once the covenant testing is resumed, and (iii) add a mechanism for the details. Total Net Leverage Ratio to be eliminated permanently upon the satisfaction of certain prepayment-related conditions (the date upon which such prepayment-related conditions are satisfied, the "Financial Covenant Sunset Date");
- (b) the addition of a covenant to maintain a \$7.5 million minimum balance of unrestricted cash and cash equivalents (on a consolidated basis), subject to periodic testing and certification, as well as the ability to cure a below-minimum balance, and which covenant will be in effect (i) from March 27, 2024 until March 31, 2026 and (ii) from and after the Financial Covenant Sunset Date; and
- (c) that assignments of commitments or loans under the A&R Credit Agreement from existing lenders to certain eligible assignees under the A&R Credit Agreement (i.e. a commercial bank, insurance company, investment or mutual fund or other entity that is an "accredited investor" (as defined in Regulation D under the Securities Act of 1933) and which extends credit or buys loans in the ordinary course of business) shall not require consent from us while the minimum cash balance financial covenant is in effect.

The other terms of the A&R Credit Agreement prior to the A&R Second Amendment remained substantially unchanged.

The stated interest rate of Tranche A and Tranche B term loans as of March 31, 2024 was 11.41% and 9.41%, respectively. The stated interest rate of Tranche A and Tranche B term loans as of December 31, 2023 was 11.41% and 9.41%, respectively. The effective interest rate of Tranche A and Tranche B A&R Term Loans as of March 31, 2024 was 12.03% and 13.27%, respectively. The effective interest rate of Tranche A and Tranche B A&R Term Loans as of December 31, 2023 was 12.03% and 13.27%, respectively. The difference between the stated interest rate and effective interest rate for Tranche B as of March 31, 2024 and December 31, 2023 is driven primarily by the amortization of \$21.3 million of debt discount which is included in the calculation of the effective interest rate.

Compliance We were in compliance with the applicable financial covenants as of September 30, 2023 and December 31, 2022 was waived pursuant to under the terms of the A&R Credit Agreement and the third amendment its amendments as of the Credit Agreement, respectively, March 31, 2024 and December 31, 2023.

The following table sets forth maturities of the principal amount of our A&R Term Loans as of September 30, 2023 March 31, 2024 (in thousands):

Remainder of 2023	\$	76
2024		304
Remainder of 2024		
2025	2025	304
2026	2026	304
2027	2027	208,860
Total	Total	\$ 209,848

11.10. Stockholders' Equity

Common Stock

Common stock reserved for future issuance consists of the following:

	September		December	
	30,	31,		
	2023	2022		
Shares available for grant under equity incentive plans	Shares available for grant under equity incentive plans	3,011,875	492,786	
Options issued and outstanding under equity incentive plans	Options issued and outstanding under equity incentive plans	2,389,361	2,599,264	
Unvested restricted stock units	Unvested restricted stock units	922,808	2,058,534	
Vested restricted stock units not yet settled	Vested restricted stock units not yet settled	67,479	11,761	
Unvested performance-based restricted stock units	Unvested performance-based restricted stock units	808,191	1,089,045	
Shares issuable pursuant to a license, services and collaboration agreement		9,936	48,574	

Maximum number of shares issuable to Glowup sellers pursuant to acquisition indemnity holdback	249,116	249,116
Maximum number of shares issuable to GlowUp sellers pursuant to acquisition indemnity holdback		
Total common stock reserved for future issuance	Total common stock reserved for future issuance	7,458,766 6,549,080

On January 24, 2023, we issued 6,357,341 shares of our common stock in a registered direct offering to a limited number of investors, out of which 489,026 shares of our common stock were issued in relation to the \$1.25 million commitment fee for the registered direct offering. We received \$15 million in gross proceeds from the registered direct offering, and net proceeds of \$13.9 million, after the payment of offering fees and expenses.

We also completed a rights offering in February 2023, pursuant to which we issued 19,561,050 shares of common stock. We received net proceeds of \$47.6 million from the rights offering, after the payment of offering fees and expenses. We used \$45 million of the net proceeds from the rights offering for repayment of debt under our 2021 Credit Agreement, with the remainder to be used for other general corporate purposes.

12.11. Stock-Based Compensation

As of September 30, 2023 March 31, 2024, 7,835,715 10,737,065 shares of common stock had been authorized for issuance under our 2021 Equity and Incentive Compensation Plan ("2021 Plan") and 6,287,687 shares of common stock were originally reserved for issuance under our 2018 Equity Incentive Plan ("2018 Plan"). Plan.

Stock Option Activity

A summary of the stock option activity under our equity incentive plans is as follows:

	Number of Options	Weighted-Average Exercise Price	Weighted-Average Remaining Contractual Term (years)		Aggregate Intrinsic Value (in thousands)
			Remaining Contractual Term (years)	Aggregate Intrinsic Value (in thousands)	
Balance – December 31, 2022	2,599,264	\$ 8.41	7.2	\$ —	—
Granted	—	—	—	—	—
Exercised	—	—	—	—	—
Forfeited and cancelled	(209,903)	\$ 25.17	—	\$ —	—
Balance – September 30, 2023	2,389,361	\$ 6.94	6.3	\$ —	—
Exercisable – September 30, 2023	2,238,745	\$ 6.58	6.2	\$ —	—
Vested and expected to vest as of September 30, 2023	2,389,361	\$ 6.94	6.3	\$ —	—

	Number of Options	Weighted-Average Exercise Price	Weighted-Average Remaining Contractual Term (years)		Aggregate Intrinsic Value (in thousands)
			Remaining Contractual Term (years)	Aggregate Intrinsic Value (in thousands)	
Balance – December 31, 2023	2,291,328	\$ 2.49	6.4	\$ 311	—
Granted	—	—	—	—	—
Exercised	—	—	—	—	—
Forfeited, expired and cancelled	(293,862)	5.05	—	—	—

Balance – March 31, 2024	1,997,466	\$ 2.12	7.1 \$	357
Exercisable – March 31, 2024	1,082,892	\$ 3.35	5.0 \$	—
Vested and expected to vest as of March 31, 2024	1,997,466	\$ 2.12	7.1 \$	357

There were no options granted **during** in the **three** first quarter of 2024 or **nine** months ended September 2023 and 2022. 2023.

Restricted Stock Units

A summary of **restricted** restricted stock unit activity under our equity incentive plans is as follows:

	Number of Awards	Number of Awards	Weighted- Average Grant Date Fair Value per Share	Weighted- Average Grant Date Fair Value per Share
	Weighted- Average Grant Date Fair Value per Share			
Unvested and outstanding balance at December 31, 2022	2,058,534	\$ 12.79		
Unvested and outstanding balance at December 31, 2023				
Unvested and outstanding balance at December 31, 2023				
Unvested and outstanding balance at December 31, 2023				
Granted	Granted	—	—	
Vested	Vested	(959,031)	12.69	
Forfeited	Forfeited	(176,695)	20.12	
Unvested and outstanding balance at September 30, 2023	922,808	\$ 11.49		
Unvested and outstanding balance at March 31, 2024				

The total fair value of restricted stock units that vested during the three months ended **September 30, 2023** **March 31, 2024** and **2022** **2023** was approximately **\$0.2 million** **\$0.3 million** and **\$0.1 million**, respectively. The total fair value of restricted stock units that vested during the nine months ended September 30, 2023 and 2022 was approximately **\$1.8 million** and **\$3.2 million** **\$0.4 million**, respectively. We had **67,479** **218,730** outstanding and fully vested restricted stock units that remained unsettled at **September 30, 2023** **March 31, 2024**, all of which were expected to be settled in **October** and **November 2023**, **2024**. As such, they are excluded from outstanding shares of common stock but are included in weighted-average shares outstanding for the calculation of net loss per share for the three and nine months ended **September 30, 2023** and **2022**, **March 31, 2024**.

Performance Stock Units

There was no activity with respect to performance-based restricted stock units ("PSUs") vest upon achieving each of certain Company stock price milestones during the contractual vesting period. The three months ended March 31, 2024. Performance-based restricted stock price milestones vary among grantees units for 707,655 shares were unvested and are set forth in each grantee's PSU grant agreement (for example, achievement outstanding as of each of the following 30-day volume-weighted average prices for a share of Company common stock: \$20, \$30, \$40 March 31, 2024 and \$50 December 31, 2023. The vesting of PSUs is subject to each grantee's continued service to the Company.

To determine the value of PSUs for stock-based compensation purposes, the Company uses the Monte Carlo simulation valuation model. The Monte Carlo simulation model utilizes multiple input variables, including a derived service period of 1.88 years for 2021 grants and a weighted-average derived service period of 3.8 years for 2022 grants, to estimate the probability that the market conditions will be achieved and is applied to the trading price of our common stock on the date of grant. For milestones that have not been

achieved, such PSUs vest over the derived requisite service period and the fair value of such awards is estimated on the grant date using Monte Carlo simulations. The determination of the grant date fair value of PSUs issued is affected by a number of variables and subjective assumptions, including (i) the fair value of the Company's common stock, (ii) the expected common stock price volatility over the expected life of the award, (iii) the expected term of the award, (iv) risk-free interest rates, (v) the exercise price, and (vi) the expected dividend yield. Forfeitures are recognized when they occur.

A summary of PSU activity under our 2021 Plan is as follows:

	Number of awards	Weighted-average grant date fair value per share
Unvested and outstanding balance at December 31, 2022	1,089,045	\$ 12.72
Granted	—	—
Vested	—	—
Forfeited	(280,854)	15.32
Unvested and outstanding balance at September 30, 2023	808,191	\$ 11.82

Stock-Based Compensation Expense

Stock-based compensation expense under our equity incentive plans was as follows for the three months ended March 31, 2024 and 2023 (in thousands):

	Three Months Ended September 30,		Nine Months Ended September 30,	
	2023		2022	
	2023	2022	2023	2022
Cost of sales (1)	\$ 643	\$ 513	\$ 190	\$ 2,156
Selling and administrative expenses (2)	(103)	4,030	8,720	13,673
Total	\$ 540	\$ 4,543	\$ 8,910	\$ 15,829

	Three Months Ended March 31,	
	2024	
	2024	2023
Cost of sales (1)	\$ 633	\$ 373
Selling and administrative expenses (2)	1,201	4,846
Total	\$ 1,834	\$ 5,219

(1) Cost of sales for the nine months ended September 30, 2023 includes a net reversal of \$1.0 million of stock-based compensation expense associated with equity awards granted to an independent contractor for services pursuant to the terms of a license, services and collaboration agreement. Stock-based compensation expense associated with equity awards granted to an independent contractor for services pursuant to the terms of a license, services and collaboration agreement and recorded in cost of sales for the three months ended September 30, 2023 March 31, 2023. The contract with such independent contractor expired in the fourth quarter of 2023, and there was immaterial. Stock-based no stock-based compensation expense associated with equity awards granted to an independent contractor for services pursuant to the terms of a license, services and collaboration agreement and recorded in cost of sales for the three and nine months ended September 30, 2022 were \$0.4 million and \$1.1 million, respectively. March 31, 2024.

(2) Selling and administrative expenses for the three months ended September 30, 2023 includes a reversal of \$2.4 million of stock-based compensation expense due to forfeitures of certain equity grants. Selling and administrative expenses for the nine months ended September 30, 2023 includes \$2.3 million March 31, 2023 include \$1.0 million of accelerated amortization of stock-based compensation expense for certain equity awards offset by a \$2.4 million reduction in stock-based compensation expense due to forfeitures of certain equity grants during the nine months ended September 30, 2023 March 31, 2023.

The expense presented in the table above is net of capitalized stock-based compensation relating to software development costs of \$0.8 million and \$2.0 million during the three and nine months ended September 30, 2023, respectively, and \$0.8 million and \$1.4 million March 31, 2023. There was no capitalized stock-based compensation relating to software development costs during the three and nine months ended September 30, 2022 March 31, 2024, respectively, as stock-based compensation relating to software development costs eligible to be capitalized in the first quarter of 2024 was immaterial.

At September 30, 2023 March 31, 2024, total unrecognized compensation cost related to unvested stock options option awards was \$0.7 million \$0.6 million and is expected to be recognized over the remaining weighted-average service period of 0.54 1.25 years. At September 30, 2023 March 31, 2024, total unrecognized compensation cost related to unvested performance-based restricted stock units and restricted stock units was \$9.4 million \$6.1 million and is expected to be recognized over the remaining weighted-average service period of 1.95 1.39 years.

13.12. Commitments and Contingencies

Leases

Lease cost associated with operating leases for the three months ended March 31, 2024 and 2023 is included in the table below.

As of **September 30, 2023** **March 31, 2024** and **December 31, 2022** **December 31, 2023**, the **weighted-average** **weighted average** remaining term of our operating leases from continuing operations was **5.4** 4.9 years and **5.8** 5.2 years, respectively, and the **weighted-average** **weighted average** discount rate used to estimate the net present value of the operating lease liabilities was **6.9%** 7.0% and **5.8%** 7.0%, respectively. Cash payments for amounts included in the measurement of operating lease liabilities **attributable to continuing operations** were **\$2.4 million** \$2.4 million and **\$1.7 million** \$2.2 million for the three months ended **September 30, 2023** **March 31, 2024** and **2022**, respectively, and **\$6.7 million** and **\$6.5 million** for the nine months ended **September 30, 2023** and **2022**, **2023**, respectively. Right-of-use assets obtained in exchange for new operating lease liabilities were **\$1.9 million** \$0.6 million and **\$1.2 million** \$1.2 million for the three months ended **September 30, 2023** **March 31, 2024** and **2022**, respectively, excluding **\$0.1 million** and **\$2.2 million**, respectively, of right-of-use assets related to assets held for sale. Right-of-use assets obtained in exchange for new operating lease liabilities from continuing operations were **\$4.3 million** and **\$5.0 million** for the nine months ended **September 30, 2023** and **2022**, **2023**, respectively. Right-of-use assets obtained in exchange for new operating lease liabilities attributable to discontinued operations were **\$0.2 million** for the **nine** **three** months ended **September 30, 2023** and **2022** were **\$1.0 million** and **\$4.4 million**, respectively. **March 31, 2023**.

In conjunction with the **sale of Yandy Sale** in the second quarter of 2023, we entered into a sublease agreement with the buyer of Yandy in relation to its warehouse and office space for the remaining term of the lease, which expires in 2031.

Net lease cost recognized in our **unaudited** condensed consolidated statements of operations for the three and nine months ended **September 30, 2023** and **2022** is summarized in the table below (in thousands). The table excludes TLA's total net lease cost of **\$0.4 million** and **\$3.5 million** \$1.6 million for the three and nine months ended **September 30, 2023** **March 31, 2023**, respectively, and **\$1.5 million** and **\$4.6 million** for the three and nine months ended **September 30, 2022**, respectively, which is included in discontinued operations in the **unaudited** condensed consolidated statements of **operations**.

	Three Months Ended September 30,	
	2023	2022
Operating lease cost	\$ 2,054	\$ 1,381
Variable lease cost	371	228
Short-term lease cost	387	492
Sublease income	(202)	(65)
Total	\$ 2,610	\$ 2,036

	Nine Months Ended September 30,	
	2023	2022
Operating lease cost	\$ 5,873	\$ 5,146
Variable lease cost	1,116	594
Short-term lease cost	1,678	1,417
Sublease income	(467)	(194)
Total	\$ 8,200	\$ 6,963

operations for the three months ended March 31, 2023.

	Three Months Ended March 31,	
	2024	2023
Operating lease cost	\$ 2,085	\$ 1,891
Variable lease cost	374	402
Short-term lease cost	403	710
Sublease income	(222)	(69)
Total	\$ 2,640	\$ 2,934

Maturities of our operating lease liabilities as of **September 30, 2023** were **March 31, 2024** are as follows (in thousands):

Remainder of 2023	\$ 2,340
2024	8,783

	Amounts	Amounts
Remainder of 2024		
2025	2025 7,701	
2026	2026 7,211	
2027	2027 4,939	
2028		
Thereafter	Thereafter 9,353	

Total undiscounted lease payments	Total undiscounted lease payments	40,327
Less: imputed interest	Less: imputed interest	(7,631)
Total operating lease liabilities	Total operating lease liabilities	\$ 32,696
Operating lease liabilities, current portion	Operating lease liabilities, current portion	\$ 6,906
Operating lease liabilities, current portion		
Operating lease liabilities, noncurrent portion	Operating lease liabilities, noncurrent portion	\$ 25,790

Legal Contingencies

From time to time, we may have certain contingent liabilities that arise in the ordinary course of our business activities. We accrue a liability for such matters when it is probable that future expenditures will be made and that such expenditures can be reasonably estimated. Significant judgment is required to determine both probability and the estimated amount.

AVS Case

In March 2020, our subsidiary Playboy Enterprises International, Inc. (together with its subsidiaries, "PEII") terminated its license agreement with a licensee, AVS Products, LLC ("AVS"), for AVS's failure to make required payments to PEII under the agreement, following notice of breach and an opportunity to cure. On February 6, 2021, PEII received a letter from counsel to AVS alleging that the termination of the contract was improper, and that PEII failed to meet its contractual obligations, preventing AVS from fulfilling its obligations under the license agreement.

On February 25, 2021, PEII brought suit against AVS in Los Angeles Superior Court to prevent further unauthorized sales of Playboy-branded products and for disgorgement of unlawfully obtained funds. On March 1, 2021, PEII also brought a claim in arbitration against AVS for outstanding and unpaid license fees. PEII and AVS subsequently agreed that the claims PEII brought in arbitration would be alleged in the Los Angeles Superior Court case instead, and on April 23, 2021, the parties entered into and filed a stipulation to that effect with the court. On May 18, 2021, AVS filed a demurrer, asking for the court to remove an individual defendant and dismiss PEII's request for a permanent injunction. On June 10, 2021, the court denied AVS's demurrer. AVS filed an opposition to PEII's motion for a preliminary injunction to enjoin AVS from continuing to sell or market Playboy-branded products on July 2, 2021, which the court denied on July 28, 2021.

On August 10, 2021, AVS filed a cross-complaint for breach of contract, breach of the implied covenant of good faith and fair dealing, quantum meruit and declaratory relief. As in its February 2021 letter, AVS alleges its license was wrongfully terminated and that PEII failed to approve AVS' marketing efforts in a manner that was either timely or that was commensurate with industry practice. AVS is seeking to be excused from having to perform its obligations as a licensee, payment of the value for services rendered by AVS to PEII outside of the license, and damages to be proven at trial. The court heard PEII's motion for summary judgment on June 6, 2023, and dismissed six out of 10 of AVS' causes of action. AVS' contract-related claims remain to be determined at trial, which is set for September 30, 2024. The parties are currently engaged in discovery. We believe AVS' remaining claims and allegations are without merit, and we will defend this matter vigorously.

TNR Case

On December 17, 2021, Thai Nippon Rubber Industry Public Limited Company, a manufacturer of condoms and lubricants and a publicly traded Thailand company ("TNR"), filed a complaint in the U.S. District Court for the Central District of California against PEII and its subsidiary Products Licensing, LLC. TNR alleges a variety of claims relating to the termination of a license agreement with TNR and the business relationship between PEII and TNR prior to such termination. TNR alleges, among other things, breach of contract, unfair competition, breach of the implied covenant of good faith and fair dealing, and interference with contractual and business relations due to PEII's conduct. TNR is seeking over \$100 million in damages arising from the loss of expected profits, declines in the value of TNR's business, unsalable inventory and investment losses. After PEII indicated it would move to dismiss the complaint, TNR received two extensions of time from the court to file an amended complaint. TNR filed its amended complaint on March 16, 2022. On April 25, 2022, PEII filed a motion to dismiss the complaint. That motion was partially granted, and the court dismissed TNR's claims under California franchise laws without leave to amend. A trial date has been set for **May 14, 2024** **October 1, 2024**. We believe TNR's claims and allegations are without merit, and we will defend this matter vigorously.

New Handong Arbitration

On February 8, 2024, PEII and certain of its subsidiaries initiated arbitration in the Hong Kong International Arbitration Centre (the "Arbitration") against PEII's terminated China licensee, New Handong Investment (Guangdong) Co., Ltd. ("New Handong"). In October 2023, PEII's subsidiary terminated its license agreement with New Handong due to ongoing, uncured material breaches by New Handong. PEII and its subsidiaries are seeking damages, including the payment of outstanding guaranteed minimum royalties, the payment of all guaranteed minimum royalties for the remainder of the term of the agreement, and other contractual damages for a variety of breaches, including unauthorized sales of products, underpayment of earned royalties, failing to use approved trademarks and affix official holograms to all products, and the use of unapproved sublicensees, as well as a declaration that the termination of the agreement was lawful and valid and the issuance of a legal order to require New Handong to refrain from any further manufacture, sale, distribution or other use of any Playboy intellectual property or products. While PEII believes it has strong claims against New Handong, and that the facts of the matter support those claims, even in the event PEII were to obtain all the relief it seeks from the Arbitration, PEII can provide no assurance or guarantee that it will be able to enforce the results of the Arbitration against New Handong or recover any or all monetary awards from New Handong.

14.13. Severance Costs

We incurred severance costs during 2023 due to the reduction of headcount, as we shift our business to a more capital-light model. Severance costs are recorded in selling general and administrative expenses in the condensed consolidated statements of operations, with an immaterial amount recorded in cost of sales, and in accrued salaries, wages, and employee benefits in our condensed consolidated balance sheets. Severance costs were immaterial during the first quarter of 2024.

Severance costs in our condensed consolidated statements of operations were as follows (in thousands):

	Three Months Ended		Nine Months Ended			
	September 30,		September 30,			
	2023	2022	2023	2022		
Direct-to-Consumer	\$ 6	\$ 10	\$ 1,133	\$ 10		
Corporate	—	635	1,221	776		
Digital Subscriptions and Content	308	72	347	654		
Licensing	—	35	53	43		
Total	\$ 314	\$ 752	\$ 2,754	\$ 1,483		

	Three Months Ended			
	March 31, 2023			
	2023	2022		
Direct-to-Consumer	\$ 371			
Licensing	17			
Digital Subscriptions and Content	39			
Corporate	1,211			
Total	\$ 1,638			

The following is a reconciliation of the beginning and ending severance costs balances recorded in accrued salaries, wages, and employee benefits in our condensed consolidated balance sheets (in thousands):

	Employee Separation Costs
Balance at December 31, 2022	\$ 1,192
December 31, 2023	1,184
Costs incurred and charged to expense	2,883
Costs paid or otherwise settled	(3,023)
Balance at September 30, 2023	\$ 1,052
March 31, 2024	263

15.14. Income Taxes

For the three months ended March 31, 2024 and 2023, our provision for income taxes was an expense of \$1.1 million and a tax benefit of \$1.7 million, respectively. The effective tax rate for the three months ended September 30, 2023 March 31, 2024 and 2022 2023 was 8.1% (6.8%) and of 15.6%, respectively. The effective tax rate for the nine months ended September 30, 2023 and 2022 was 6.5% and 16.1% 4.4%, respectively. The effective tax rate for the three and nine months ended September 30, 2023 March 31, 2024 differed from the U.S. statutory federal income tax rate of 21% primarily due to impairment charges on artwork held for sale, foreign withholding taxes, the limitations of Internal Revenue Code Section 162(m) ("Section 162(m)"), stock compensation shortfall deductions and the release of valuation allowance due to a reduction in net deferred tax liabilities of indefinite lived intangibles. The effective tax rate for the three months ended March 31, 2023 differed from the U.S. statutory federal income tax rate of 21% primarily due to foreign withholding taxes, Section 162(m) limitations, stock compensation shortfall deductions, and the release of valuation allowance due to a reduction in net deferred tax liabilities of indefinite lived intangibles, and the effective tax rate for the nine months ended September 30, 2023 was also impacted by the impairment of intangible assets. The effective tax rate for the three and nine months ended September 30, 2022 differed from the U.S. statutory federal income tax rate of 21% primarily due to impairment of intangible assets, foreign withholding taxes, Section 162(m) limitations, stock compensation windfall deductions, contingent consideration fair market value adjustment related to prior acquisitions, foreign income taxes, and the release of valuation allowance due to a reduction in net deferred tax liabilities of indefinite-lived intangibles.

16.15. Net Loss Per Share

The following outstanding potentially dilutive shares have been excluded from the calculation of diluted net loss (loss) income per share due to their anti-dilutive effect:

	Three Months Ended		Nine Months Ended			
	September 30,		September 30,			
	2023	2022	2023	2022		
Three Months Ended		Nine Months Ended		Three Months Ended		
March 31,		September 30,		March 31,		
2024		2024		2023		
Stock options to purchase common stock	Stock options to purchase common stock	2,389,361	2,673,556	2,389,361	2,673,556	
Unvested restricted stock units	Unvested restricted stock units	922,808	2,190,840	922,808	2,190,840	
Unvested performance-based restricted stock units	Unvested performance-based restricted stock units	808,191	1,089,045	808,191	1,089,045	
Total		4,120,360	5,953,441	4,120,360	5,953,441	

17.16. Segments

We have three reportable segments: Direct-to-Consumer, Licensing Direct-to-Consumer, and Digital Subscriptions and Content. The Licensing segment derives revenue from trademark licenses for third-party consumer products and location-based entertainment businesses. The Direct-to-Consumer segment derives revenue from sales of consumer products sold through third-party retailers, by us online direct-to-customer direct to customers or brick-and-mortar through at our lingerie business, Honey Birdette with 57 brick-and-mortar stores, of which there were 62 stores in three countries as of September 30, 2023 March 31, 2024. The TLA and Yandy direct-to-consumer businesses met the criteria for discontinued operations classification as of September 30, 2023 (see Note 3, Assets and Liabilities Held for Sale and Discontinued Operations). Therefore, they sold in 2023 were excluded from the table below and classified as discontinued operations in our condensed consolidated statements of operations for all periods the prior year comparative period presented. The Licensing segment derives revenue from trademark licenses for third-party consumer products and location-based entertainment businesses. At the end of the first quarter of 2023, we entered into a joint venture (the "China JV") with Charactopia Licensing Limited, the brand management unit of Fung Group. The China JV operates the Playboy consumer products business in mainland China, Hong Kong and Macau. The China JV is intended to reinvigorate our China-market Playboy apparel business through expanding Playboy's reach and online storefronts by adding new licensees.

The Digital Subscriptions and Content segment derives revenue from the subscription of Playboy programming that is distributed through various channels, including websites and domestic and international television, from sales of tokenized digital art and collectibles, and sales of creator content offerings and memberships to consumers through the Playboy Club on playboy.com.

Our Chief Executive Officer is our Chief Operating Decision Maker ("CODM"). Segment information is presented in the same manner that our CODM reviews the operating results in assessing performance and allocating resources. Total asset information is not included in the tables below as it is not provided to and reviewed by our CODM. The "All Other" line items in the tables below are primarily attributable to revenues miscellaneous in nature and costs related do not relate to the fulfillment of magazine subscription obligations in the prior year comparative periods, which previously identified reportable segments disclosed herein. These segments do not meet the quantitative threshold for determining reportable segments. We discontinued publishing Playboy magazine in the first quarter of 2020. The "Corporate" line item in the tables below includes certain operating expenses that are not allocated to the reporting segments presented to our CODM. These expenses include legal, human resources, accounting/finance, information technology and facilities. The accounting policies of the reportable segments are the same as those described in Note 1, Basis of Presentation and Summary of Significant Accounting Policies.

The following table sets forth financial information by reportable segment (in thousands):

	Three Months Ended		Nine Months Ended			
	Ended		September 30,			
	September 30,	2023	2023	2022		
Three Months Ended		Nine Months Ended		Three Months Ended		
March 31,		September 30,		March 31,		
2024		2024		2023		
Net revenues:	Net revenues:					

Direct-to-Consumer						
Direct-to-Consumer						
Direct-to-Consumer						
Licensing	Licensing	\$ 10,931	\$ 14,908	\$ 30,913	\$ 45,345	
Direct-to-Consumer		17,145	26,090	57,613	80,482	
Digital	Digital	5,206	4,666	15,056	14,100	
Subscriptions and Content	Subscriptions and Content					
All Other	All Other	—	42	4	720	
Total	Total	\$ 33,282	\$ 45,706	\$ 103,586	\$ 140,647	
Operating income:	Operating income:					
Direct-to-Consumer						
Direct-to-Consumer						
Direct-to-Consumer						
Licensing	Licensing	\$ 1,049	\$(105,403)	\$ (63,665)	\$ (84,699)	
Direct-to-Consumer		(1,614)	(164,852)	(91,672)	(166,568)	
Digital	Digital	(1,884)	(3,013)	(1,491)	(12,855)	
Subscriptions and Content	Subscriptions and Content					
Corporate	Corporate	(8,887)	(11,405)	(38,681)	(20,890)	
All Other	All Other	—	65	(12)	668	
Total	Total	\$ (11,336)	\$ (284,608)	\$ (195,521)	\$ (284,344)	

Geographic Information

Revenue by geography is based on where the customer is located. The following table sets forth revenue by geographic area for the months ended March 31, 2024 and 2023 (in thousands):

		Three Months Ended September 30,		Nine Months Ended September 30,		
		2023	2022	2023	2022	
		Three Months Ended March 31,		Three Months Ended March 31,		
		2024		2024		2023
Net revenues:	Net revenues:					
United States	United States	\$14,932	\$18,847	\$ 45,566	\$ 56,946	
United States	United States					
Australia	Australia					
China	China	6,544	10,656	20,967	32,386	
Australia		7,727	10,556	22,863	33,136	
UK	UK	2,279	3,097	7,724	9,150	
Other	Other	1,800	2,550	6,466	9,029	
Total	Total	\$33,282	\$45,706	\$103,586	\$140,647	

18. Subsequent Events

On October 3, 2023, we entered into a Stock Purchase Agreement (the "SPA") with LV Holding, LLC ("Buyer") for the sale of TLA (the "Transaction"). We closed the Transaction on November 3, 2023. Pursuant to the terms and subject to the conditions set forth in the SPA, Buyer agreed to acquire from Playboy Enterprises, Inc., a wholly-owned subsidiary of

PLBY Group, Inc. and the holder of all equity of TLA ("Seller"), all of the issued and outstanding equity interests of TLA, which held and operated the Lovers business, for approximately \$13.5 million in cash (the "Purchase Price"). Approximately \$2.1 million of the Purchase Price was placed into a short-term escrow account at the closing of the Transaction in connection with a post-closing working capital adjustment, certain possible indemnification claims payable by the Seller and for certain post-closing items to be completed by Seller.

In connection with the Transaction, on November 2, 2023, we entered into Amendment No. 1 to the A&R Credit Agreement (the "First Amendment"), to permit, among other things: (a) the Transaction and the sale of certain other assets (and the proceeds of such sales will not be required to prepay the A&R Term Loans); and (b) the Company to elect, through August 31, 2025, to pay in cash accrued interest equal to the applicable SOFR plus 1.00%, with the remainder of any applicable accrued interest not paid in cash capitalized into the A&R Term Loans. The other terms of the A&R Credit Agreement will remain substantially unchanged from those prior to the First Amendment.

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

You should read the following discussion of our financial condition and results of operations in conjunction with our unaudited interim condensed consolidated financial statements as of and for the three and nine months ended September 30, 2023 March 31, 2024 and 2022 2023 and the related notes thereto included in Part I, Item 1 of this Quarterly Report on Form 10-Q, our audited consolidated financial statements as of and for the years ended December 31, 2022, 2021 December 31, 2023 and 2020 2022 and the related notes thereto included in our [Annual Report on Form 10-K](#) filed with the SEC on March 16, 2023 March 29, 2024. This discussion contains forward-looking statements that involve risks and uncertainties and that are not historical facts, including statements about our beliefs and expectations. Our actual results could differ materially from those anticipated in these forward-looking statements as a result of various factors, including those discussed below and particularly under the headings "Risk Factors," "Factors," "Business" and "Cautionary Note Regarding Forward-Looking Statements" contained in our [Annual Report on Form 10-K](#) filed with the SEC on March 16, 2023 March 29, 2024. As used herein, "we", "us", "our", the "Company", "PLBY" and "Playboy" refer to PLBY Group Inc. and its subsidiaries.

Cautionary Note Regarding Forward-Looking Statements

This Quarterly Report on Form 10-Q contains statements that are forward-looking and as such are not historical facts. These statements are based on the expectations and beliefs of the management of the Company in light of historical results and trends, current conditions and potential future developments, and are subject to a number of factors and uncertainties that could cause actual results to differ materially from those anticipated in these forward-looking statements. These forward-looking statements include all statements other than historical fact, including, without limitation, statements regarding the financial position, capital structure, dividends, indebtedness, business strategy and plans and objectives of management for future operations of the Company. These statements constitute projections, forecasts and forward-looking statements, and are not guarantees of performance. Such statements can be identified by the fact that they do not relate strictly to historical or current facts. When used in this Quarterly Report on Form 10-Q, words such as "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "might," "plan," "possible," "potential," "predict," "project," "should," "strive," "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "might," "plan," "possible," "potential," "predict," "project," "should," "strive," "would" and similar expressions may identify forward-looking statements, but the absence of these words does not mean that a statement is not forward-looking. When we discuss our strategies or plans, we are making projections, forecasts or forward-looking statements. Such statements are based on the beliefs of, as well as assumptions made by and information currently available to, our management.

The forward-looking statements contained in this Quarterly Report on Form 10-Q are based on current expectations and beliefs concerning future developments and their potential effects on our business. There can be no assurance that future developments affecting us will be those that we anticipated. These forward-looking statements involve significant risks and uncertainties that could cause the actual results to differ materially from those discussed in the forward-looking statements. Factors that may cause such differences include, but are not limited to: (1) the inability to maintain the listing of the Company's shares of common stock on Nasdaq; (2) the risk that the Company's completed or proposed transactions disrupt the Company's current plans and/or operations, including the risk that the Company does not complete any such proposed transactions or achieve the expected benefits from any transactions; (3) the ability to recognize the anticipated benefits of corporate transactions, commercial collaborations, commercialization of digital assets, cost reduction initiatives and proposed transactions, which may be affected by, among other things, competition, the ability of the Company to grow and manage growth profitably, and the Company's ability to retain its key employees; (4) costs related to being a public company, corporate transactions, commercial collaborations and proposed transactions; (5) changes in applicable laws or regulations; (6) the possibility that the Company may be adversely affected by global hostilities, supply chain delays, inflation, interest rates, foreign currency exchange rates or other economic, business, and/or competitive factors; (7) risks relating to the uncertainty of the projected financial information of the Company, including changes in the Company's estimates of cash flows and the fair value of certain intangible assets, including goodwill; (8) risks related to the organic and inorganic growth of the Company's businesses, and the timing of expected business milestones; (9) changing demand or shopping patterns for the Company's products and services; (10) failure of licensees, suppliers or other third-parties to fulfill their obligations to the Company; (11) the Company's ability to comply with the terms of its indebtedness and other obligations; (12) changes in financing markets or the inability of the Company to obtain financing on attractive terms; and (13) other risks and uncertainties indicated in this Quarterly Report on Form 10-Q, including those under "Part II—Item 1A. Risk Factors", and in "Part I—Item 1A. Risk Factors" in our most recent Annual Report on Form 10-K. Should one or more of these risks or uncertainties materialize, or should any of our assumptions prove incorrect, actual results may vary in material respects from those projected in these forward-looking statements. We caution that the foregoing list of factors is not exclusive, and readers should not place undue reliance upon any forward-looking statements.

Forward-looking statements included in this Quarterly Report on Form 10-Q speak only as of the date of this Quarterly Report on Form 10-Q or any earlier date specified for such statements. We do not undertake any obligation to update or revise any forward-looking statements to reflect any change in its expectations or any change in events, conditions, or circumstances on which any such statement is based, except as may be required under applicable securities laws. All subsequent written or oral forward-looking statements attributable to us or persons acting on our behalf are qualified in their entirety by this Cautionary Note Regarding Forward-Looking Statements.

Business Overview

We are a large, global consumer lifestyle company marketing our brands through a wide range of direct-to-consumer products, licensing initiatives, and digital subscriptions and content. We reach consumers worldwide with products across four key market categories: Sexual Wellness, including lingerie and intimacy products; Style and Apparel, including a variety of apparel and accessories products; Digital Entertainment and Lifestyle, including our creator platform, web

and television-based entertainment, and our spirits and hospitality products; Sexual Wellness, including lingerie and intimacy products; and Beauty and Grooming, including fragrance, skincare, grooming and cosmetics.

We have three reportable segments: Direct-to-Consumer, Licensing Direct-to-Consumer, and Digital Subscriptions and Content. The Licensing segment derives revenue from trademark licenses for third-party consumer products, location-based entertainment businesses and online gaming. The Direct-to-Consumer segment derives its revenue from sales of consumer products sold directly to consumers through our own online channels and our retail stores or through stores. The Licensing segment derives revenue from trademark licenses for third-party retailers. The TLA consumer products, location-based entertainment businesses and Yandy direct-to-consumer businesses were classified as discontinued operations in the condensed consolidated statements of operations for all periods presented (see Note 3, Assets and Liabilities Held for Sale and Discontinued Operations), online gaming. The Digital Subscriptions and Content segment derives revenue from the subscription of Playboy programming, which is distributed through various channels, including websites and domestic and international TV, and sales of creator content offerings and memberships to consumers at The Playboy Club on playboy.com.

Key Factors and Trends Affecting Our Business

We believe that our performance and future success depends on several factors that present significant opportunities for us but also pose risks and challenges, including those discussed below and referenced in the section of this Quarterly Report on Form 10-Q titled "Risk Factors, Factors".

Shifting to Pursuing a More Capital-Light Business Model

We are pursuing a commercial strategy that relies on a more capital-light business model focused on revenue streams with higher margin, lower working capital requirements and higher growth potential. We intend to do are doing this by leveraging our flagship Playboy brand to attract best-in-class strategic partners and scale our creator platform with influencers who embody our the Playboy brand's aspirational lifestyle, lifestyle and attract best-in-class strategic partners. We are refocusing focused on our two key growth pillars: first, investing in the Playboy digital platform as we return to our roots as a place to see and be seen for creators and up and coming cultural influencers; and second, strategically expanding our licensing business in key categories and territories. We will continue to use our licensing business as a marketing tool and brand builder, in particular through our high-end designer collaborations and our large-scale strategic partnerships. Second, investing in our Playboy digital platform as we return to our roots as a place to see and be seen for creators and up and coming cultural influencers.

We continue to review the cost structure of our businesses and additional cost rationalization. We significantly restructured our technology expenses in the first quarter of 2023, and cost-excessive and under-utilized software packages were either terminated or not renewed upon expiration of applicable agreements. This resulted in a restructuring charge of \$4.6 million for the nine months ended September 30, 2023, excluding \$0.4 million of costs related to discontinued operations. In addition, we reduced headcount within the Playboy Direct-to-Consumer business and our corporate office during fiscal 2023, resulting in a severance charge of \$0.3 million and \$2.8 million during the three and nine months ended September 30, 2023, respectively, and reduction of stock-based compensation expenses of \$2.3 million due to forfeitures of certain equity grants during the three months ended September 30, 2023. For the nine months ended September 30, 2023, the impact from such restructuring was a net increase of \$0.1 million of stock-based compensation expenses, which was comprised of a \$2.4 million reduction of stock-based compensation expenses due to forfeitures of equity grants during the third quarter of 2023, offset by additional stock-based compensation expense of \$2.4 million due to acceleration of certain equity awards during the second quarter of 2023.

Furthermore, we recorded additional inventory reserve charges of \$3.6 million during the nine months ended September 30, 2023 to reflect the restructuring of the Playboy Direct-to-Consumer business.

China Licensing Revenues

Our licensing revenues from China (including Hong Kong) as a percentage of our total revenues excluding revenues from discontinued operations, were 20% 5% and 23% 20% for the three months ended September 30, 2023 March 31, 2024 and 2022, respectively, 2023, respectively. At the end of the first quarter of 2023, we entered into the China JV with Charactopia Licensing Limited, the brand management unit of Fung Group. The China JV owns and 20% operates the Playboy consumer products business in mainland China, Hong Kong and 23% for the nine months ended September 30, 2023 and 2022, respectively. Due Macau. In 2023, due to challenging economic conditions in China, collections from certain of our Chinese licensees have slowed significantly, and we have been in discussions with our partners had to renegotiate terms of, or terminate, certain agreements. In October 2023, we terminated licensing agreements with certain Chinese licensees, which comprised \$154.2 million of the unrecognized Trademark Licensing revenue under our long-term contracts as of September 30, 2023. Revenue recognized in connection with such contracts that were subsequently terminated was \$6.1 million and \$19.9 million during the three and nine months ended September 30, 2023, respectively, licenses. Future contract modifications and collectability issues could further impact the revenue recognized against our ongoing contract assets. At the end of the first quarter of 2023, Nonetheless, we entered into a joint venture ("continue to work with our China JV partner to re-invigorate our China-market Playboy China") with Charactopia Licensing Limited, the brand management unit of Fung Group, which operates the Playboy consumer products business in mainland China, Hong Kong direct-to-consumer and Macau. Playboy China is intended to build licensing businesses, by building on Playboy's current roster of licensees and online storefronts and to expand developing additional revenue through expanding into new product categories with new licensees.

Impairments

Our indefinite-lived intangible assets, including trademarks and goodwill, that are not amortized, and the carrying amounts of our long-lived assets, including property and equipment, stores, acquired intangible assets and right-of-use operating lease assets, may continue to be subject to impairment testing and impairments which reduce their value on our balance sheet. We periodically review for impairments whenever events or changes in our circumstances indicate that such assessment would be appropriate. We experienced further declines in revenue and profitability (including due to discontinued operations) during the six months ended June 30, 2023, which caused us to test the recoverability of our indefinite-lived and long-lived assets and resulted in the impairments set forth in our condensed consolidated financial statements. If we continue to experience declines in revenue or profitability, which could occur upon further declines in consumer demand or additional discontinued operations, we may record further non-cash asset impairment charges as of the applicable impairment testing date.

Seasonality of Our Consumer Product Sales

While we receive revenue throughout the year, our businesses have experienced, and may continue to experience, seasonality. For example, our licensing business under our consumer products business have historically experienced higher receipts in its first and third fiscal quarters due to the licensing fee structure in our licensing agreements, which typically require advance payment of such fees during those quarters, but such payments can be subject to variations, extensions or delays. Our direct-to-consumer businesses have business has historically experienced higher sales in the fourth quarter due to the U.S. holiday season, and but changing market conditions and demand could affect such sales. Historical seasonality of revenues may be subject to change as increasing pressure from competition and changes in consumer trends and economic conditions impact our licensees and consumers. Transitioning to a capital-light business model with a more streamlined consumer products business may further impact the seasonality of our business in the future.

How We Assess the Performance of Our Business

In assessing the performance of our business, we consider a variety of performance and financial measures. The key indicators of the financial condition and operating performance of the business are revenues, salaries and benefits, and selling and administrative expenses. To help assess performance with these key indicators, we use Adjusted EBITDA as a non-GAAP financial measure. We believe this non-GAAP measure provides useful information to investors and expanded insight to measure revenue and cost performance as a supplement to the GAAP consolidated financial statements. See the "EBITDA and Adjusted EBITDA" section below for reconciliations of Adjusted EBITDA to net loss, the closest GAAP measure.

Components of Results of Operations

Revenues

We generate revenue from sales of consumer products sold through our retail stores or online direct-to-customer, trademark licenses for third-party consumer products, online gaming and location-based entertainment businesses, and sales of creator offerings to consumers on our creator-led platform on *playboy.com*, in addition to sales of consumer products sold through third-party retailers or online direct-to-customer and from the subscription of subscriptions to our programming, which is distributed through various channels, including websites and domestic and international television.

Consumer Products

Revenue from sales of online apparel and accessories, including sales through third-party sellers, is recognized upon delivery of the goods to the customer. Revenue from sales of apparel at our retail stores is recognized at the time of transaction. Revenue is recognized net of incentives and estimated returns. We periodically offer promotional incentives to customers, which include basket promotional code discounts and other credits, which are recorded as a reduction of revenue.

Trademark Licensing

We license trademarks under multi-year arrangements to consumer products, online gaming and location-based entertainment businesses. Typically, the initial contract term ranges between one to ten years. Renewals are separately negotiated through amendments. Under these arrangements, we generally receive an annual non-refundable minimum guarantee that is recoverable against a sales-based royalty generated during the license year. Earned royalties received in excess of the minimum guarantee ("Excess Royalties") are typically payable quarterly. We recognize revenue for the total minimum guarantee specified in the agreement on a straight-line basis over the term of the agreement and recognize Excess Royalties only when the annual minimum guarantee is exceeded. Generally, Excess Royalties are recognized when they are earned. In the event that the collection of any royalty becomes materially uncertain or unlikely, we recognize revenue from our licensees on a cash basis. Generally, Excess Royalties are recognized when they are earned.

Consumer Products

Revenue from sales of online apparel and accessories, including sales through third-party sellers, is recognized upon delivery of the goods to the customer. Revenue is recognized net of incentives and estimated returns. We periodically offer promotional incentives to customers, which include basket promotional code discounts and other credits, which are recorded as a reduction of revenue.

Digital Subscriptions

Digital subscription revenue is derived from subscription sales of *playboyplus.com* and *playboy.tv*, which are online content platforms. We receive fixed consideration shortly before the start of the subscription periods from these contracts, which are primarily sold in monthly, annual, or lifetime subscriptions. Revenues from lifetime subscriptions are recognized ratably over a five-year period, representing the estimated period during which the customer accesses the platforms. Revenues from digital subscriptions are recognized ratably over the subscription period.

Revenues generated from the sales of creator offerings to consumers via our creator platform on *playboy.com* are recognized at the point in time when the sale is processed. Revenues generated from subscriptions to our creator platform are recognized ratably over the subscription period.

TV and Cable Programming

We license programming content to certain cable television operators and direct-to-home satellite television operators who pay royalties based on monthly subscriber counts and pay-per-view and video-on-demand buys for the right to distribute our programming under the terms of affiliation agreements. Royalties are generally collected monthly and recognized as revenue as earned.

Cost of Sales

Cost of sales primarily consist of merchandise costs, warehousing and fulfillment costs, agency fees, website expenses, digital platform expenses, marketplace traffic acquisition costs, credit card processing fees, personnel and affiliate costs, including stock-based compensation, digital subscription-related operating expenses, costs associated with branding events, paper and printing costs, customer shipping and handling expenses, fulfillment activity costs and freight-in expenses.

Selling and Administrative Expenses

Selling and administrative expenses primarily consist of corporate office and retail store occupancy costs, personnel costs, including stock-based compensation, and contractor fees for accounting/finance, legal, human resources, information technology and other administrative functions, general marketing and promotional activities and insurance.

Contingent Consideration Fair Value Remeasurement Gain

Contingent consideration fair value remeasurement gain consists of non-cash changes in the fair value of contingent consideration recorded in conjunction with the acquisitions of GlowUp and Honey Birdette.

Impairments

Impairments consist of the impairments of digital assets, certain licensing contracts, Playboy-branded trademarks, trade names and goodwill.

Gain on Sale of the Aircraft

Gain on the sale of the aircraft represents the gain on the sale of our former corporate aircraft.

Other Operating Expense, Net

Other operating income, net consists primarily of gains recognized from the sale of crypto assets and the loss resulting from the settlement of a secured promissory note, art held for sale.

Nonoperating (Expense) Income (Expense)

Interest Expense

Interest expense consists of interest on our long-term debt and the amortization of deferred financing costs and debt discount.

Gain (Loss) Loss on Extinguishment of Debt

In the first quarter of 2023, we recorded a loss on partial extinguishment of debt in the amount of \$1.8 million related to the write-off of unamortized debt discount and deferred financing costs as a result of \$45 million in prepayments of our senior debt pursuant to the third and fourth amendments of our 2021 Credit Agreement in February 2023. In the second quarter of 2023, we recorded a gain on partial extinguishment of debt in amount of \$8.0 million upon the amendment and restatement of the Credit Agreement. See Liquidity and Capital Resources section for definitions and additional details. In September 2022, in connection with the sale of our corporate aircraft (the "Aircraft"), a related term loan obtained in connection with our initial acquisition of the Aircraft (the "Aircraft Term Loan") was repaid in full and all related liens discharged. A loss on early extinguishment of such debt, which was comprised of the write-off of certain deferred financing costs and a prepayment penalty, was \$0.2 million.

Fair Value Remeasurement Gain Loss

Fair value remeasurement gain loss consists of changes to the fair value of mandatorily redeemable preferred stock liability related to its remeasurement.

Other (Expense) Income, (Expense), Net

Other (expense) income, (expense), net consists primarily of other miscellaneous nonoperating items, such as bank charges and foreign exchange gains or losses as well as non-recurring transaction fees.

(Expense) Benefit from Income Taxes

Benefit

(Expense) benefit from income taxes consists of an estimate for U.S. federal, state, and foreign income taxes based on enacted rates, as adjusted for allowable credits, deductions, uncertain tax positions, changes in deferred tax assets and liabilities, and changes in the tax law. Due to cumulative losses, we maintain a valuation allowance against our definite-lived U.S. federal and state deferred tax assets, as well as Australia, U.K. and China deferred tax assets.

Results of Operations

Comparison of the Three Months Ended September 30, 2023 March 31, 2024 and 2022 2023

The following table summarizes key components of our results of operations for the periods indicated (in thousands, except percentages):

Three Months Ended September 30,			\$ Change	% Change
2023	2022			
Three Months Ended March 31,				
		2024		

		2024				2023				\$ Change		% Change	
		2024				2023							
Net revenues	Net revenues	\$ 33,282	\$ 45,706	\$ (12,424)	(27) %	Net revenues	\$ 28,319	\$ 35,203	\$ (6,884)	(20)	(20)	(20)	%
Costs and expenses:	Costs and expenses:	—	—	—	—	—	—	—	—	—	—	—	—
Cost of sales	Cost of sales	(10,909)	(25,302)	14,393	(57) %	—	—	—	—	—	—	—	—
Cost of sales	Cost of sales	—	—	—	—	(12,507)	(21,777)	9,270	—	—	—	—	—
Selling and administrative expenses	Selling and administrative expenses	(25,514)	(34,988)	9,474	(27) %	Selling and administrative expenses	(22,312)	(41,405)	(41,405)	19,093	19,093	(46)	(46) %
Contingent consideration fair value remeasurement gain	Contingent consideration fair value remeasurement gain	219	1,371	(1,152)	(84) %	—	—	—	—	—	—	—	—
Impairments	Impairments	(7,674)	(277,197)	269,523	(97) %	Impairments	(2,417)	—	—	(2,417)	(2,417)	100	100 %
Gain on sale of the aircraft	Gain on sale of the aircraft	—	5,802	(5,802)	(100) %	—	—	—	—	—	—	—	—
Other operating expense, net	Other operating expense, net	(740)	—	(740)	100 %	—	—	—	—	—	—	—	—
Total operating expense	Total operating expense	(44,618)	(330,314)	285,696	(86) %	—	—	—	—	—	—	—	—
Total costs and expenses	Total costs and expenses	—	—	—	—	Total costs and expenses	(37,236)	(63,182)	(63,182)	25,946	25,946	(41)	(41) %
Operating loss	Operating loss	(11,336)	(284,608)	273,272	(96) %	Operating loss	(8,917)	(27,979)	(27,979)	19,062	19,062	(68)	(68) %
Nonoperating (expense) income:	Nonoperating (expense) income:	—	—	—	—	—	—	—	—	—	—	—	—
Interest expense	Interest expense	(6,620)	(4,306)	(2,314)	54 %	—	—	—	—	—	—	—	—
Interest expense	Interest expense	—	—	—	—	—	(6,427)	(5,209)	(1,218)	—	—	—	23 %
Loss on extinguishment of debt	Loss on extinguishment of debt	—	(220)	220	100 %	Loss on extinguishment of debt	—	(1,848)	(1,848)	1,848	1,848	(100)	(100) %
Fair value remeasurement gain	Fair value remeasurement gain	—	9,149	(9,149)	(100) %	—	—	—	—	—	—	—	—
Other income (expense), net	Other income (expense), net	121	(551)	672	(122) %	—	—	—	—	—	—	—	—
Total nonoperating (expense) income	Total nonoperating (expense) income	(6,499)	4,072	(10,571)	(260) %	—	—	—	—	—	—	—	—
Fair value remeasurement loss	Fair value remeasurement loss	—	—	—	—	Fair value remeasurement loss	—	—	—	3,018	3,018	(100)	(100) %
Other (expense) income, net	Other (expense) income, net	—	—	—	—	Other (expense) income, net	—	—	—	(3,018)	(3,018)	(126)	(126) %
Total nonoperating expense	Total nonoperating expense	—	—	—	—	Total nonoperating expense	—	—	—	(126)	(126)	(166)	(166) %
Loss from continuing operations before income taxes	Loss from continuing operations before income taxes	(17,835)	(280,536)	262,701	(94) %	Loss from continuing operations before income taxes	(15,394)	(37,978)	(37,978)	22,584	22,584	(59)	(59) %
Benefit from income taxes	Benefit from income taxes	1,442	43,653	(42,211)	(97) %	—	—	—	—	—	—	—	—
(Expense) benefit from income taxes	(Expense) benefit from income taxes	—	—	—	—	(Expense) benefit from income taxes	(1,053)	—	—	1,670	1,670	(2,723)	(2,723) %
Net loss from continuing operations	Net loss from continuing operations	(16,393)	(236,883)	220,490	(93) %	Net loss from continuing operations	(16,447)	(36,308)	(36,308)	19,861	19,861	(55)	(55) %

Income (loss) from discontinued operations, net of tax	1,319	(27,814)	29,133	(105) %
Loss from discontinued operations, net of tax			Loss from discontinued operations, net of tax	
Net loss	Net loss	(15,074)	(264,697)	249,623
Net loss	Net loss			(94) %
attributable to	attributable to		Net loss	
PLBY Group, Inc.	PLBY Group, Inc.	\$ (15,074)	\$ (264,697)	\$ 249,623
			(94) %	
	PLBY Group, Inc.	\$ (16,447)	\$ (37,680)	\$ 21,233
				(56) %
				(56) %

The following table sets forth our condensed consolidated statements of operations data expressed as a percentage of total revenue for the periods indicated:

		Three Months Ended September 30,			
		2023	2022		
Three Months Ended March 31,				Three Months Ended March 31,	
		2024		2024	
Net revenues	Net revenues	100%	100%	Net revenues	100%
Costs and expenses:	Costs and expenses:				
Cost of sales	Cost of sales	(33)	(55)		
Cost of sales	Cost of sales				
Cost of sales	Cost of sales				
Selling and administrative expenses	Selling and administrative expenses	(77)	(77)		
Contingent consideration fair value remeasurement gain		1	3		
Impairments	Impairments	(23)	(606)		
Gain on sale of the aircraft		—	13		
Other operating expense, net		(2)	—		
Total operating expense		(134)	(722)		
Total costs and expenses					
Operating loss	Operating loss	(34)	(622)		
Nonoperating (expense) income:	Nonoperating (expense) income:				
Interest expense	Interest expense	(20)	(9)		
Interest expense	Interest expense				
Interest expense	Interest expense				
Loss on extinguishment of debt	Loss on extinguishment of debt	—	—		
Fair value remeasurement gain		—	20		
Other income (expense), net		—	(1)		

Total nonoperating (expense) income	(20)	10
Fair value remeasurement		
loss		
Other (expense) income, net		
Total nonoperating expense		
Loss from continuing operations before income taxes	Loss from continuing operations before income taxes	(54) (612)
Benefit from income taxes		4 96
(Expense) benefit from income taxes		
Net loss from continuing operations	Net loss from continuing operations	(50) (516)
Income (loss) from discontinued operations, net of tax		4 (61)
Loss from discontinued operations, net of tax		
Net loss	Net loss	(46) (577)
Net loss attributable to PLBY Group, Inc.	Net loss attributable to PLBY Group, Inc.	(46)% (577)%
	Net loss attributable to PLBY Group, Inc.	(59) % (108) %

Net Revenues

The decrease in net revenues for the three months ended **September 30, 2023** **March 31, 2024**, as compared to the prior year comparative period, was primarily due to lower licensing revenue of \$5.6 million, largely as a result of the termination of certain Chinese licensing agreements in 2023, lower direct-to-consumer revenue of \$8.9 \$2.0 million, as a \$4.0 result of \$3.5 million decrease less revenue from Playboy's e-commerce site, as it changed from our ownership and operation to a licensed business model in licensing revenue, a \$0.4 million decrease in TV and cable programming revenue, and a \$0.3 million decrease in magazine and digital subscriptions revenue, all due to weaker consumer demand, the third quarter of 2023, which was partly offset by \$1.1 a \$1.5 million increase in revenue from Honey Birdette and \$1.0 million of higher revenues revenue from our creator platform.

Cost of Sales

The decrease in cost of sales for the three months ended **September 30, 2023** **March 31, 2024**, as compared to the prior year comparative period, was primarily due to a \$5.4 decrease in inventory reserve charges of \$6.4 million, a \$1.9 million decrease in licensing commissions related to the termination of certain Chinese licensing agreements in 2023, a \$0.5 million decrease in direct-to-consumer product costs, as a result of a \$1.9 million decrease in product costs from Playboy's e-commerce site, as it changed from our ownership and operation to a licensed business model in the third quarter of 2023, which was offset by a \$1.4 million increase in product costs from Honey Birdette, due to higher revenues, and lower revenue, \$0.3 million less digital subscriptions product costs of stock-based compensation expenses, primarily related to the cancellation of independent contractor equity awards, \$3.2 million lower inventory reserve charges, \$0.6 million lower outside consulting expense, and \$4.8 million lower licensing royalties and commissions. \$0.9 million.

Selling and Administrative Expenses

The decrease in selling and administrative expenses for the three months ended **September 30, 2023** **March 31, 2024**, as compared to the prior year comparative period, was primarily due to lower technology costs of \$5.5 million, primarily due to a \$4.1 \$5.0 million restructuring charge taken on direct-to-consumer cloud-based software attributable to continuing operations in 2023, lower payroll expense of \$3.5 million due to headcount reductions, a \$3.6 million decrease in stock-based compensation expense, a \$1.0 \$1.5 million decrease in marketing expenses from our reduction of digital marketing spend \$0.9 related to the Company's discontinuation of owned-and-operated direct-to-consumer businesses, lower severance expense of \$1.6 million, lower payroll insurance expense as we shift to a capital-light business model, the elimination of \$1.4 \$1.2 million, in aircraft expenses following the sale lower audit and consulting fees of the Aircraft in the third quarter of 2022, \$0.8 million and a \$1.6 \$1.1 million decrease in depreciation and amortization expense partly offset by \$1.0 million of costs associated with the formation and operation of the Playboy related to China joint venture. JV expenses.

Contingent Consideration Fair Value Remeasurement Gain Impairments

The decrease in contingent consideration fair value remeasurement gain impairments for the three months ended September 30, 2023 March 31, 2024, as compared to the prior year comparative period, was due to the resolution \$2.4 million of contingent consideration impairment charges related to the acquisition of Honey Birdette our artwork held for sale during 2022 and partial settlement of the contingent consideration recorded in connection with the acquisition of GlowUp in the second quarter of 2022.

Impairments

The decrease in impairments for the three months ended September 30, 2023 as compared to the prior year comparative period was primarily due to \$276.2 million of impairment charges on Playboy-branded trademarks, Honey Birdette's trade names and goodwill recorded in the prior year comparative period, as well as a \$1.1 million impairment of other assets in the prior year comparative period, partly offset by \$8.7 million of impairment charges on certain licensing contracts in the current period, net of a \$1.0 million reduction in related commissions accrual. March 31, 2024.

Gain on Sale of the Aircraft

The decrease in gain on sale of the aircraft was due to the \$5.8 million gain on the sale of the Aircraft recognized in the prior year comparative period.

Other Operating Expense, Net

The increase in other operating expense, net was due to the loss from settlement of a promissory note.

Nonoperating (Expense) Income (Expense)

Interest Expense

The increase in interest expense for the three months ended September 30, 2023 March 31, 2024, as compared to the prior year comparative period, was primarily due to the higher interest rates of 11.41% and 9.41% rate on Tranche A and Tranche B, respectively, of our A&R Term Loans senior secured debt in the third first quarter of 2023 2024, compared to 6.25% interest rate in the prior year comparative period, offset by as a result of the elimination of \$0.1 million of interest expense related to our former corporate aircraft loan Restatement in May 2023 and the prior year comparative period (which loan was repaid A&R First Amendment in September 2022, resulting in no interest on the aircraft loan in 2023). November 2023.

Loss on Extinguishment of Debt

Loss on extinguishment of debt for the three months ended September 30, 2022 March 31, 2023 represents the extinguishment of the Aircraft Term Loan resulting in a loss of \$1.8 million on early the partial extinguishment of debt which was comprised related to \$45 million of prepayments of our senior debt in the write-off first quarter of certain deferred financing costs and a prepayment penalty. 2023.

Fair Value Remeasurement Gain Loss

The increase in fair value remeasurement gain loss for the three months ended September 30, 2023 as compared to the prior year comparative period was due to March 31, 2023 represents the remeasurement of our mandatorily redeemable preferred stock liability to its fair value recorded during the period upon exchange at March 31, 2023, which was exchanged (and thereby elimination) of the outstanding Series A Preferred Stock eliminated in connection with the amendment and restatement A&R Credit Agreement in the second quarter of the Credit Agreement. 2023.

Other income (expense), net (Expense) Benefit from Income Taxes

The change in other provision for income (expense), net taxes for the three months ended September 30, 2023 March 31, 2024, as compared to the prior year comparative period, was primarily due to the amortization of \$0.6 million of previously capitalized fees allocated to the Second Drawdown impairment charges on artwork held for sale in the third first quarter of 2022.

Benefit from Income Taxes

The change in benefit from income taxes for the three months ended September 30, 2023 as compared to the prior year comparative period was primarily due to 2024, the decrease of disallowed Section 162(m) compensation, the shortfall of stock-based compensation and change in valuation allowance due to the reduction in net indefinite-lived deferred tax liabilities, offset by increased foreign income taxes in the three months ended September 30, 2023.

Comparison of the Nine Months Ended September 30, 2023 and 2022

The following table summarizes key components of our results of operations for the periods indicated (in thousands, except percentages):

	Nine Months Ended September 30,			\$ Change	% Change
	2023	2022			
Net revenues	\$ 103,586	\$ 140,647		\$ (37,061)	(26)%
Costs and expenses:					
Cost of sales	(43,545)	(62,833)		19,288	(31)%
Selling and administrative expenses	(99,693)	(113,774)		14,081	(12)%
Contingent consideration fair value remeasurement gain	486	29,310		(28,824)	(98)%
Impairments	(155,864)	(283,496)		127,632	(45)%
Gain on sale of the aircraft	—	5,802		(5,802)	(100)%

Other operating expense, net	(491)	—	(491)	(100)%
Total operating expense	(299,107)	(424,991)	125,884	(30)%
Operating loss	(195,521)	(284,344)	88,823	(31)%
Nonoperating (expense) income:				
Interest expense	(17,586)	(12,439)	(5,147)	41 %
Gain (loss) on extinguishment of debt	6,133	(220)	6,353	(100)%
Fair value remeasurement gain	6,505	10,903	(4,398)	(40)%
Other income (expense), net	621	(1,030)	1,651	(160)%
Total nonoperating expense	(4,327)	(2,786)	(1,541)	55 %
Loss from continuing operations before income taxes	(199,848)	(287,130)	87,282	(30)%
Benefit from income taxes	13,062	46,301	(33,239)	(72)%
Net loss from continuing operations	(186,786)	(240,829)	54,043	(22)%
Income (loss) from discontinued operations, net of tax	149	(26,640)	26,789	(101)%
Net loss	(186,637)	(267,469)	80,832	(30)%
Net loss attributable to PLBY Group, Inc.	\$ (186,637)	\$ (267,469)	\$ 80,832	(30)%

The following table sets forth our condensed consolidated statements of operations data expressed as a percentage of total revenue for the periods indicated:

	Nine Months Ended September 30,	
	2023	2022
Net revenues	100 %	100 %
Costs and expenses:		
Cost of sales	(42)	(45)
Selling and administrative expenses	(96)	(81)
Contingent consideration fair value remeasurement gain	—	21
Impairments	(150)	(202)
Gain on sale of the aircraft	—	4
Other operating expense, net	—	—
Total operating expense	(288)	(303)
Operating loss	(188)	(203)
Nonoperating (expense) income:		
Interest expense	(17)	(9)
Gain (loss) on extinguishment of debt	6	—
Fair value remeasurement gain	6	8
Other income (expense), net	1	(1)
Total nonoperating expense	(4)	(2)
Loss from continuing operations before income taxes	(192)	(205)
Benefit from income taxes	13	33
Net loss from continuing operations	(179)	(172)
Loss from discontinued operations, net of tax	—	(19)
Net loss	(179)	(191)
Net loss attributable to PLBY Group, Inc.	(179)%	(191)%

Net Revenues

The decrease in net revenues for the nine months ended September 30, 2023 as compared to the prior year comparative period was primarily due to \$22.9 million less direct-to-consumer revenue, a \$14.4 million decrease in licensing revenue, a \$1.1 million decrease in TV and cable programming revenue, and a \$1.4 million decrease in magazine and digital subscriptions revenue, all due to weaker consumer demand, partly offset by \$2.6 million of increased revenue from our creator platform.

Cost of Sales

The decrease in cost of sales for the nine months ended September 30, 2023 as compared to the prior year comparative period was primarily due to a \$9.5 million decrease in product costs due to lower revenue, \$1.0 million of lower direct-to-consumer shipping and fulfillment costs as a result of fewer products sold, a \$7.9 million decrease in licensing royalties and commissions, \$2.5 million less of stock-based compensation expenses, primarily related to the cancellation of independent contractor equity awards, and \$2.2 million lower outside consulting expense, partly offset by a \$3.0 million increase in inventory reserve charges.

Selling and Administrative Expenses

The decrease in selling and administrative expenses for the nine months ended September 30, 2023 as compared to the prior year comparative period was primarily due to a \$4.7 million decrease in marketing expenses from our reduction of digital marketing spend, lower payroll expense of \$4.1 million, as we shift to a capital-light business model, the elimination of \$4.4 million in aircraft expenses following the sale of the Aircraft in the third quarter of 2022, a \$1.6 million decrease in recruiting costs, lower expenses for outside professional services of \$3.5 million, a \$3.9 million decrease in depreciation and amortization, and a \$5.4 million decrease in stock-based compensation expense, net of \$2.3 million of additional stock-based compensation expense due to the acceleration of certain equity awards in connection with severance payments, partly offset by \$5.2 million higher technology costs, out of which \$4.6 million was due to a restructuring charge taken on direct-to-consumer cloud-based software, a \$2.3 million increase in expense related to special projects, \$2.7 million of costs associated with the formation and operation of the Playboy China joint venture, and \$1.4 million of salary and related severance charges in connection with headcount reductions.

Contingent Consideration Fair Value Remeasurement Gain

The decrease in contingent consideration fair value remeasurement gain for the nine months ended September 30, 2023 as compared to the prior year comparative period was due to the resolution of contingent consideration related to the acquisition of Honey Birdette during 2022 and partial settlement of the contingent consideration recorded in connection with the acquisition of GlowUp in the second quarter of 2022.

Impairments

The decrease in impairments for the nine months ended September 30, 2023 as compared to the prior year comparative period was primarily due to lower impairment charges of \$138.0 million on Playboy-branded trademarks, Honey Birdette's trade names and goodwill, \$4.9 million of higher impairment charges related to our digital assets during the nine months ended September 30, 2022 as a result of their fair value decreasing below their carrying value, and the \$2.4 million impairment of certain other assets in the second quarter of 2022, partly offset by \$19.9 million in impairments of certain licensing contracts, which is partly offset by a \$2.2 million reduction in related commissions accrual.

Gain on Sale of the Aircraft

The decrease in gain on sale of the aircraft was due to the \$5.8 million gain on the sale of the Aircraft recognized in the prior year comparative period.

Other Operating Expense, Net

The increase in other operating expense, net was due to the \$0.7 million loss from settlement of a promissory note, partly offset by the \$0.2 million gain on sale of our crypto assets.

Nonoperating Income (Expense)

Interest Expense

The increase in interest expense for the nine months ended September 30, 2023 as compared to the prior year comparative period was primarily due to the higher interest rate on our debt of 11.20% in the first quarter of 2023 and interest rates of 11.41% and 9.41% on Tranche A and Tranche B, respectively, of the A&R Term Loans, in the second and third quarters of 2023 compared to 6.25% interest rate in the prior year comparative period, offset by the elimination of \$0.4 million of interest expense related to our former corporate aircraft loan in the prior year comparative period (which loan was repaid in September 2022) and reduced debt interest on the lower outstanding principal balance of our term loan in the first quarter of 2023 due to mandatory prepayments made in the fourth quarter of 2022 and first quarter of 2023.

Gain (Loss) on Extinguishment of Debt

Gain (loss) on extinguishment of debt for the nine months ended September 30, 2023 represents a \$6.1 million gain due to the partial extinguishment of debt upon the amendment and restatement of the Credit Agreement in the second quarter of 2023, net of a \$1.8 million loss recorded in the first quarter of 2023 due to the partial extinguishment of debt related to \$45 million of prepayments of our senior debt. Gain (loss) on extinguishment of debt for the nine months ended September 30, 2022 represents the extinguishment of the Aircraft Term Loan resulting in a loss on early extinguishment of debt, which was comprised of the write-off of certain deferred financing costs and a prepayment penalty.

Fair Value Remeasurement Gain

The increase in fair value remeasurement gain for the nine months ended September 30, 2023 as compared to the prior year comparative period was due to the remeasurement of our mandatorily redeemable preferred stock liability to its fair value at September 30, 2023.

Other income (expense), net

The change in other income (expense), net for the nine months ended September 30, 2023 as compared to the prior year comparative period was primarily due to a \$0.6 million increase in interest income, and the amortization of \$0.6 million of previously capitalized fees allocated to the Second Drawdown in the third quarter of 2022.

Benefit from Income Taxes

The change in benefit from income taxes for the nine months ended September 30, 2023 as compared to the prior year comparative period was primarily due to a decrease of disallowed Section 162(m) compensation, a shortfall of stock-based compensation and a change in valuation allowance due to a reduction in net indefinite-lived deferred tax liabilities, offset by increased foreign income taxes in the nine months ended September 30, 2023 March 31, 2024.

Non-GAAP Financial Measures

In addition to our results determined in accordance with GAAP, we believe the following non-GAAP measure is useful in evaluating our operational performance. We use the following non-GAAP financial information to evaluate our ongoing operations and for internal planning and forecasting purposes. We believe that non-GAAP financial information, when taken collectively, may be helpful to investors in assessing our operating performance.

EBITDA and Adjusted EBITDA

"EBITDA" is defined as net income or loss before results from discontinued operations, interest, income tax expense or benefit, and depreciation and amortization. "Adjusted EBITDA" is defined as EBITDA adjusted for stock-based compensation and other special items determined by management. Adjusted EBITDA is intended as a supplemental measure of our performance that is neither required by, nor presented in accordance with, GAAP. We believe that the use of EBITDA and Adjusted EBITDA provides an additional tool for investors to use in evaluating ongoing operating results and trends and in comparing our financial measures with those of comparable companies, which may present similar non-GAAP financial measures to investors. However, investors should be aware that when evaluating EBITDA and Adjusted EBITDA, we may incur future expenses similar to those excluded when calculating these measures. In addition, our presentation of these measures should not be construed as an inference that our future results will be unaffected by unusual or nonrecurring items. Our computation of Adjusted EBITDA may not be comparable to other similarly titled measures computed by other companies, because not all companies may not calculate Adjusted EBITDA in the same fashion.

In addition to adjusting for non-cash stock-based compensation, non-cash charges for the fair value remeasurements of certain liabilities and non-recurring non-cash impairments, asset write-downs and inventory reserve charges, we typically adjust for nonoperating non-operating expenses and income, such as non-recurring special projects, including the implementation of internal controls, non-recurring gain or loss on the sale of assets, expenses associated with financing activities, and reorganization and severance resulting in expenses that result from the elimination or rightsizing of specific business activities or operations and non-recurring gains (losses) on the sale of business units, operations.

Because of these limitations, EBITDA and Adjusted EBITDA should not be considered in isolation or as a substitute for performance measures calculated in accordance with GAAP. We compensate for these limitations by relying primarily on our GAAP results and using EBITDA and Adjusted EBITDA on a supplemental basis. Investors should review the reconciliation of net loss to EBITDA and Adjusted EBITDA below and not rely on any single financial measure to evaluate our business.

The following table reconciles net loss to EBITDA and Adjusted EBITDA (in thousands):

		Three Months Ended September 30,		Nine Months Ended September 30,	
		2023	2022	2023	2022
		Three Months Ended March 31,		Three Months Ended March 31,	
Net loss					
Adjusted for:					
Loss from discontinued operations, net of tax					
Loss from discontinued operations, net of tax					
Loss from discontinued operations, net of tax					
Net loss from continuing operations	Net loss from continuing operations	\$(16,393)	\$(236,883)	\$(186,786)	\$(240,829)
Adjusted for:	Adjusted for:				
Interest expense	Interest expense	6,620	4,306	17,586	12,439
Loss (gain) on extinguishment of debt		—	220	(6,133)	220
Benefit from income taxes		(1,442)	(43,653)	(13,062)	(46,301)
Interest expense					
Interest expense					
Loss on extinguishment of debt					
Expense (benefit) from income taxes					

Depreciation and amortization	Depreciation and amortization	1,795	5,388	5,332	10,444
EBITDA	EBITDA	(9,420)	(270,622)	(183,063)	(264,027)
Adjusted for:	Adjusted for:				
Stock-based compensation	Stock-based compensation	540	4,543	8,910	15,829
Stock-based compensation					
Stock-based compensation					
Impairments					
Inventory					
reserve charges					
Write-down of capitalized software					
Adjustments	Adjustments	1,531	6,145	6,374	8,860
Inventory reserve charges		—	—	3,637	—
Gain on sale of the aircraft		—	(5,802)	—	(5,802)
Contingent consideration fair value remeasurement		(219)	(1,371)	(486)	(29,310)
Mandatorily redeemable preferred stock fair value remeasurement	Mandatorily redeemable preferred stock fair value remeasurement	—	(9,149)	(6,505)	(10,903)
Impairments		7,674	277,197	155,864	283,496
Write-down of capitalized software		—	—	4,632	—
Adjusted EBITDA	Adjusted EBITDA	\$ 106	\$ 941	\$ (10,637)	\$ (1,857)

- Impairments for the three months ended March 31, 2024 related to impairment charges on our artwork held for sale.
- Inventory reserve charges for the three months ended March 31, 2023 related to non-cash inventory reserve charges, excluding certain ordinary inventory reserve items, recorded in the first quarter of 2023 to reflect the restructuring of the Playboy Direct-to-Consumer business.
- Write-down of capitalized software for the three months ended March 31, 2023 related to a restructuring charge taken on direct-to-consumer cloud-based software.
- Adjustments for the three and nine months ended **September 30, 2023** **March 31, 2024** are primarily related to a non-cash fair value change related to contingent liabilities fair value remeasurement with respect to potential shares issuable for the acquisition of GlowUp that remained unsettled as of March 31, 2024, loss on the sale of artwork, consulting, advisory and other costs relating to corporate transactions and other strategic opportunities as well as reorganization and severance costs resulting in the elimination or rightsizing of specific business activities or operations.
- Adjustments for the three and nine months ended **September 30, 2022** **March 31, 2023** are primarily related to amortization of previously capitalized fees allocated to our Series A Preferred Stock upon the Second Drawdown (as defined below), severance, consulting, advisory and other costs relating to special projects, including the implementation of internal controls over financial reporting and adoption of accounting standards.
- Inventory reserve charges for the nine months ended September 30, 2023 and 2022 a non-cash fair value change related to non-cash inventory reserve charges, excluding certain ordinary inventory reserve items, recorded in the first quarter of 2023 to reflect the restructuring of the Playboy Direct-to-Consumer business.
- Gain on sale of the aircraft for the three and nine months ended September 30, 2022 relates to the sale of the Aircraft in September 2022.
- Contingent consideration contingent liabilities fair value remeasurement with respect to potential shares issuable for the three and nine months ended September 30, 2023 relates to non-cash fair value gain due to the fair value remeasurement of contingent liabilities related to our acquisition of GlowUp that remained unsettled as of September 30, 2023.
- Contingent consideration fair value remeasurement for March 31, 2024, consulting, advisory and other costs relating to corporate transactions and other strategic opportunities as well as reorganization and severance costs resulting in the three and nine months ended September 30, 2022 relates to non-cash fair value gain with respect to the fair value remeasurement elimination or rightsizing of contingent liabilities in connection with our Honey Birdette and GlowUp acquisitions, specific business activities or operations.

- Mandatorily redeemable preferred stock fair value remeasurement for the nine months ended September 30, 2023, and the three and nine months ended September 30, 2022, relates to the fair value remeasurement, non-cash fair value gain of the liability for our Series A Preferred Stock.
- Impairments for the three and nine months ended September 30, 2023 relate primarily to the impairments of intangible assets, including goodwill, and impairments on certain of our licensing contracts, net of related reduction in commission accrual.
- Impairments for the three and nine months ended September 30, 2022 relate to the impairments of digital assets and other intangible assets, including goodwill, its fair value remeasurement.
- Write-down of capitalized software for the nine months ended September 30, 2023 relates to a \$4.6 million restructuring charge taken on direct-to-consumer cloud-based software in the first quarter of 2023, excluding \$0.4 million of costs related to discontinued operations.

Segments

Our Chief Executive Officer is our Chief Operating Decision Maker ("CODM"). Our segment disclosure is based on our intention to provide the users of our condensed consolidated financial statements with a view of the business from our perspective. We operate our business in three primary operating and reportable segments: Direct-to-Consumer, Licensing, and Digital Subscriptions and Content. Direct-to-Consumer operations include consumer products sold through brick-and-mortar retail stores and e-commerce sites. Licensing operations include the licensing of one or more of our trademarks, our Playboy retail platform operations effective July 2023, and/or images for consumer products and location-based entertainment businesses. Direct-to-Consumer operations include consumer products sold through third-party retailers or online direct-to-customer. Digital Subscriptions and Content operations include the production, marketing and sales of programming under the Playboy brand name, which is distributed through various channels, including domestic and international television, sales of tokenized digital art and collectibles, and sales of creator content offerings to consumers through the Playboy Club on playboy.com.

Comparison of the Three Months Ended September 30, 2023 and 2022

The following are our results of financial performance from continuing operations by segment for each of the periods presented (in thousands):

		Three Months Ended September 30,									
		2023	2022	\$ Change							
					%						
Three Months Ended	March 31,							2023	\$ Change	% Change	
	2024										
	2024										
Net revenues:	Net revenues:										
Direct-to-Consumer											
Direct-to-Consumer											
Direct-to-Consumer											
Licensing	Licensing	\$ 10,931	\$ 14,908	\$ (3,977)	(27) %	Licensing	4,085	9,693	9,693	(5,608)	(5,608) (58) (58) %
Direct-to-Consumer		17,145	26,090	(8,945)	(34) %						
Digital Subscriptions	Digital Subscriptions	5,206	4,666			Digital Subscriptions	5,494	4,738	4,738	756	756 16 16 %
and Content	and Content			540	12 %	and Content					
All Other	All Other	—	42	(42)	(100) %	All Other	—	4	4	(4)	(4) (100) (100) %
Total	Total	\$ 33,282	\$ 45,706	\$ (12,424)	(27) %	Total	\$ 28,319	\$ 35,203	\$ (6,884)	(20)	(20) %
Operating income (loss):											
Operating income:											
Direct-to-Consumer											
Direct-to-Consumer											
Direct-to-Consumer											
Licensing	Licensing	\$ 1,049	\$ (105,403)	\$ 106,452	(101) %	Licensing	2,017	3,565	3,565	(1,548)	(1,548) (43) (43) %
Direct-to-Consumer		(1,614)	(164,852)	163,238	(99) %						

Digital Subscriptions and Content	Digital Subscriptions and Content	(1,884)	(3,013)		Digital Subscriptions and Content	(99)	(609)	(609)	510	510	(84)	(84)%
Corporate	Corporate	(8,887)	(11,405)	2,518	(22)%	Corporate	(10,698)	(14,938)	(14,938)	4,240	4,240	(28)%
All Other	All Other	—	65	(65)	(100)%	All Other	10	(5)	(5)	15	15	(300)%
Total	Total	\$11,336	\$284,608	\$273,272	(96)%	Total	\$8,917	\$27,979	\$19,062	(68)	(68)	%

Direct-to-Consumer

The decrease in net revenues for the three months ended March 31, 2024, compared to the comparable prior year period, was primarily due to \$3.5 million less revenue from Playboy's e-commerce site, as it changed from our ownership and operation to a licensed business model in the third quarter of 2023, offset by a \$1.5 million increase in revenue from Honey Birdette.

The decrease in operating loss for the three months ended March 31, 2024, compared to the comparable prior year period, was primarily due a decrease in inventory reserve charges of \$6.4 million, lower technology costs of \$5.7 million, primarily due to a \$5.0 million restructuring charge taken on direct-to-consumer cloud-based software attributable to continuing operations in 2023, lower payroll expense of \$2.2 million due to headcount reductions, a \$1.5 million decrease in digital marketing spend related to our discontinuation of owned-and-operated direct-to-consumer businesses, a \$0.9 million decrease in other selling and administrative expenses, partly offset by \$1.1 million lower gross profit as a result of lower revenue in connection with our discontinuation of owned-and-operated direct-to-consumer businesses.

Licensing

The decrease in net revenues for the three months ended September 30, 2023 March 31, 2024, compared to the comparable prior year period, was primarily due to the decline termination of certain Chinese licensing agreements in contractual revenue and overages from our licensees due to weaker consumer demand.

The decrease in operating loss income for the three months ended September 30, 2023 March 31, 2024, compared to the comparable prior year period, was primarily due to \$116.0 a \$3.8 million of non-cash impairment charges on our trademarks in the prior year comparative period, and a \$1.0 million increase decrease in licensing gross profit, partly offset by the \$7.7 a \$2.3 million impairment of certain licensing contracts, which was partly offset by \$1.0 million of a related reduction in commission accrual for such licensing contracts, a \$1.0 million increase decrease in legal fees and special projects, and \$1.0 million of costs associated with operations of the Playboy China joint venture.

Direct-to-Consumer

The decrease in net revenues for the three months ended September 30, 2023 compared to the comparable prior year period was primarily due to a \$4.1 million decrease in Honey Birdette revenue as a result of a decline in consumer demand and a \$4.9 million decrease in revenue from playboy.com e-commerce related to our completion of the transition from an owned-and-operated model to a licensing model in the third quarter of 2023. JV expenses.

The decrease in operating loss for the three months ended September 30, 2023 compared to the comparable prior year period was primarily due to \$160.1 million of non-cash impairment charges on certain of our intangible assets, including goodwill, in the prior year comparative period, a \$3.2 million decrease in inventory reserve charges, a \$1.6 million decrease in trade name amortization due to impairments in the prior year comparative period, \$1.4 million in lower payroll expenses as we shift to a capital-light business model, and a \$1.0 million decrease in marketing expenses as a result of our reduction of digital marketing, following a review of returns on advertising spending, partly offset by \$4.3 million of lower gross profit as a result of lower revenue.

Digital Subscriptions and Content

The increase in net revenues for the three months ended September 30, 2023 compared to the comparable prior year period was primarily due to a \$1.1 million increase in net revenue from our creator platform, partly offset by a \$0.5 million decrease in other digital subscriptions and content revenue.

The decrease in operating loss for the three months ended September 30, 2023 March 31, 2024, compared to the comparable prior year period, was primarily due to an increase in revenues attributable to our creator platform of \$1.0 million, partly offset by a \$0.6 \$0.2 million decrease in other digital subscriptions and content revenue.

The decrease in operating loss for the three months ended March 31, 2024, compared to the comparable prior year period, was primarily attributable to a \$0.8 million increase in net revenues and a \$0.4 \$0.5 million decrease in payroll, partly offset by a \$1.3 million increase in expenses related to our creator platform.

Corporate

The decrease in corporate expenses for the three months ended September 30, 2023 compared to the comparable prior year period was primarily due to lower stock-based compensation of \$4.1 million, the elimination of \$1.4 million in aircraft costs after the sale of our former corporate aircraft in the third quarter of 2022, the \$1.1 million impairment of certain assets in the prior year comparative period, \$0.6 million lower severance costs, and lower professional services costs of \$1.0 million, partly offset by the \$5.8 million gain on the sale of the Aircraft in the prior year comparable period, and \$0.9 million less in non-cash contingent liabilities fair value remeasurement gain relating to our 2021 acquisitions.

Comparison of the Nine Months Ended September 30, 2023 and 2022

The following are our results of financial performance from continuing operations by segment for each of the periods presented (in thousands):

Nine Months Ended September 30,			
2023	2022	\$ Change	% Change

Net revenues:						
Licensing	\$ 30,913	\$ 45,345	\$ (14,432)		(32)%	
Direct-to-Consumer	57,613	80,482	(22,869)		(28)%	
Digital Subscriptions and Content	15,056	14,100	956		7 %	
All Other	4	720	(716)		(99)%	
Total	\$ 103,586	\$ 140,647	\$ (37,061)		(26)%	
Operating income (loss):						
Licensing	\$ (63,665)	\$ (84,699)	\$ 21,034		(25)%	
Direct-to-Consumer	(91,672)	(166,568)	74,896		(45)%	
Digital Subscriptions and Content	(1,491)	(12,855)	11,364		(88)%	
Corporate	(38,681)	(20,890)	(17,791)		85 %	
All Other	(12)	668	(680)		(102)%	
Total	\$ (195,521)	\$ (284,344)	\$ 88,823		(31)%	

Licensing

The decrease in net revenues for the nine months ended September 30, 2023 compared to the comparable prior year period was primarily due to the decline in contractual revenue and overages from our licensees due to weaker consumer demand.

The decrease in operating loss for the nine months ended September 30, 2023 compared to the comparable prior year period was primarily due to \$50.5 million lower non-cash impairment charges on our trademarks, partly offset by a \$4.9 million decline in licensing gross profit, the \$17.7 million impairment of certain licensing contracts, partly offset by \$2.2 million of related reduction in commission accrual for such licensing contracts, \$2.7 million of costs associated with the formation and operation of the Playboy China joint venture, and a \$2.8 million increase in legal fees and special projects.

Direct-to-Consumer

The decrease in net revenues for the nine months ended September 30, 2023 compared to the comparable prior year period was primarily due to a \$13.1 million decrease in Honey Birdette revenue as a result of a decline in consumer demand and a \$10.0 million decrease in revenue from *playboy.com* e-commerce related to our completion of the transition from an owned-and-operated model to a licensing model in the third quarter of 2023.

The decrease in operating loss for the nine months ended September 30, 2023 compared to the comparable prior year period was primarily due to a decrease of \$87.5 million of non-cash impairment charges on certain of our intangible assets, including goodwill, \$3.9 million of lower marketing expenses as a result of our reduction of digital marketing spend, \$2.8 million lower trade name amortization due to accelerated amortization recognized in the prior year period, \$2.7 million lower payroll expense as we shift to a capital-light business model, and a \$1.9 million decrease in other selling and administrative expenses, partly offset by \$14.4 million of lower gross profit as a result of lower revenue, \$4.5 million of higher technology costs (of which \$4.6 million was due to a restructuring charge taken on direct-to-consumer cloud-based software attributable to continuing operations), a \$3.0 million increase in inventory reserve charges, and approximately \$1.1 million of severance charges.

Digital Subscriptions and Content

The increase in net revenues for the nine months ended September 30, 2023 compared to the comparable prior year period was primarily due to a \$2.6 million increase in net revenues from our creator platform, partly offset by a \$1.6 million decrease in other digital subscriptions and content revenue.

The decrease in operating loss for the nine months ended September 30, 2023 March 31, 2024, compared to the comparable prior year period, was primarily due to a \$1.0 million increase in net revenues, a \$3.4 \$3.6 million decrease in expenses related to our creator platform, and the \$6.3 stock-based compensation expense, a \$1.2 million higher impairment of digital and other assets in the comparable prior year period.

All Other

The decrease in both revenues and operating loss for the nine months ended September 30, 2023 was primarily attributable to the recognized revenues related to the fulfillment of magazine subscription obligations in the first quarter of 2022 that did not reoccur in the subsequent periods, as a result of the cessation of publishing the magazine.

Corporate

The increase in corporate expenses for the nine months ended September 30, 2023 compared to the comparable prior year period was primarily due to \$28.5 million less in non-cash contingent liabilities fair value remeasurement gain relating to our 2021 acquisitions, the \$5.8 million gain on sale of the Aircraft recorded in September 2022, and \$0.4 million of severance costs, related a decrease of \$1.2 million in insurance expense, a decrease of \$0.8 million in audit and consulting services and a \$1.0 million decrease in payroll expenses due to headcount reductions, as we shift to a capital-light business model, partly offset by \$5.4 million lower stock-based compensation expense, net \$2.4 million of \$2.3 million of additional stock-based compensation expense, due to the acceleration of certain equity awards in connection with severance payments, \$3.3 million lower professional services costs, the elimination of \$4.4 million of aircraft costs following the sale of the Aircraft in the third quarter of 2022, \$1.3 million of lower depreciation expense due to the sale of the Aircraft, the \$1.1 million impairment of certain assets in the prior year comparative period, and \$1.1 million and \$1.6 million of lower payroll and recruiting expenses, respectively, impairments on our artwork held for sale.

Liquidity and Capital Resources

Sources of Liquidity

Our main source of liquidity is cash generated from operating and financing activities, which primarily includes cash derived from revenue generating activities, in addition to financing activities, including proceeds from our issuance of debt, and proceeds from stock offerings (as described further below), and from investing activities, which includes the sale of assets (as described further below). As of **September 30, 2023** **March 31, 2024**, our principal source of liquidity was cash in the amount of **\$20.0** **\$19.0** million, which is primarily held in operating and deposit accounts.

On May 16, 2022, we issued and sold 25,000 shares of Series A Preferred Stock to Drawbridge DSO Securities LLC (the "Purchaser") at a price of \$1,000 per share, resulting in total gross proceeds to us of \$25.0 million, and we agreed to sell to the Purchaser, and the Purchaser agreed to purchase from us, up to an additional 25,000 shares of Series A Preferred Stock on the terms set forth in the securities purchase agreement entered into by us and the Purchaser. We incurred approximately \$1.5 million of fees associated with the transaction, \$1.0 million of which was netted against the gross proceeds.

On August 8, 2022, we issued and sold the remaining 25,000 shares of Series A Preferred Stock to the Purchaser at a price of \$1,000 per share (the "Second Drawdown"), resulting in additional gross proceeds to us of \$25.0 million. We incurred approximately \$0.5 million of fees associated with the Second Drawdown, which were netted against the gross proceeds. As a result of the transaction, all of our authorized shares of Series A Preferred Stock were issued and outstanding as of August 8, 2022.

On January 24, 2023, we issued 6,357,341 shares of our common stock in a registered direct offering to a limited number of investors. We received \$15 million in gross proceeds from the registered direct offering, and net proceeds of **\$13.9 million**, **\$13.9 million**, after the payment of offering fees and expenses.

We also completed a rights offering in February 2023, pursuant to which we issued 19,561,050 shares of common stock. We received net proceeds of **\$47.6 million** approximately **\$47.6 million** from the rights offering, after the payment of offering fees and expenses. We used \$45 million of the net proceeds from the rights offering for repayment of debt under our Credit Agreement, senior secured credit agreement, with the remainder to be used for other general corporate purposes.

On April 4, 2023, we completed the Yandy Sale to an unaffiliated, third-party buyer. The consideration we received for the Yandy Sale consisted of \$1.0 million in cash and a \$2.0 million secured promissory note payable over three years (which note was then settled in the third quarter of 2023 for a cash payment to us of \$1.3 million).

On November 3, 2023, we completed the TLA Sale to an unaffiliated, third-party buyer for approximately \$13.5 million in cash. Approximately \$2.1 million of the Purchase Price was placed into a short-term escrow account at the closing of the TLA Sale in connection with a post-closing working capital adjustment, certain possible indemnification claims payable by us and for certain post-closing items to be completed by us. As of the date of this Quarterly Report on Form 10-Q, such escrow funds had been released to us in full.

In November 2023, we also sold a small amount of our art assets, and we have continued the sale of our art assets in 2024.

Due to challenging economic conditions in China, collections from certain of our Chinese licensees have slowed significantly, and we have been in discussions with our licensing partners to renegotiate terms of certain agreements. In October 2023, we also terminated licensing agreements with certain Chinese licensees, which comprised \$154.2 million of the unrecognized Trademark Licensing revenue under our long-term contracts as of September 30, 2023. Revenue recognized in connection with such contracts that were subsequently terminated was \$6.1 million and \$19.9 million during the three and nine months ended September 30, 2023, respectively, licensees. Future contract modifications and collectability issues could further impact the revenue recognized against our ongoing contract assets.

Since going public in 2021, we have yet to generate operating income from our core business operations and have incurred significant accumulated operating losses. The operating losses of \$195.5 million for the nine months quarter ended September 30, 2023, **March 31, 2024** were \$8.9 million. We expect to continue to incur operating losses for the foreseeable future.

We expect our capital expenditures and working capital requirements in 2024 to be largely consistent during the remaining months of 2023, and beyond, as we continue to invest in our creator platform. We may, however, need additional cash resources to fund our operations until the creator platform achieves a level of revenue that provides for operating profitability. To the extent that our current resources are insufficient to satisfy our cash requirements, we may need to seek additional equity or debt financing, or dispose of additional assets, and there can be no assurance that we will be successful in these efforts. If the financing is not available, or if the terms of financing are less desirable than we expect, we may be forced to decrease our planned level of investment in our creator platform or scale back its operations, which could have an adverse impact on our business and financial prospects.

We evaluated whether there are any conditions and events, considered in the aggregate, that raise substantial doubt about our ability to continue as a going concern over the next twelve months from the date of filing this Quarterly Report taking into account potentially mitigating effects of our future plans, to the extent it is probable such plans will be effectively implemented within the assessment period and, when implemented, will mitigate the relevant conditions or events and alleviate substantial doubt on Form 10-Q. Although consequences of ongoing macroeconomic uncertainty could adversely affect our liquidity and capital resources in the future, and cash requirements may fluctuate based on the timing and extent of many factors, such as those discussed above, we believe our existing sources of liquidity, along with proceeds from asset dispositions and savings from cost reductions initiatives, will be sufficient to meet our obligations as they become due under the A&R Credit Agreement and our other obligations for at least one year following the date of the filing of this Quarterly Report. Report on Form 10-Q. We may seek additional equity or debt financing in the future to satisfy capital requirements, respond to adverse developments such as changes in our circumstances or unforeseen events or conditions, or fund organic or inorganic growth opportunities. In However, in the event that additional financing is required from third-party sources, we may not be able to raise it on acceptable terms or at all.

Debt

On April 4, 2023, we entered into Amendment No. 5 (the "Fifth Amendment") to our senior secured Credit and Guaranty Agreement, dated as of May 25, 2021 (as previously amended on August 11, 2021, August 8, 2022, December 6, 2022 and February 17, 2023, the "Credit Agreement", and as further amended by the Fifth Amendment) to permit, among other things, the sale of our wholly-owned subsidiary, Yandy Enterprises, LLC, and that the proceeds of such sale would not be required to prepay the loans under the Credit Agreement (as amended through the Fifth Amendment); provided that at least 30% of the consideration for the Yandy Sale was paid in cash.

On May 10, 2023 (the "Restatement Date"), we entered into an amendment and restatement of the Credit Agreement (the "A&R Credit Agreement") our prior credit agreement to reduce the interest rate applicable to our senior secured debt and the implied interest rate on our Series A Preferred Stock, exchange (and thereby eliminate) our outstanding Series A Preferred Stock, and obtain additional covenant relief and funding.

For the terms of the 2021 Credit Agreement, as amended, refer to Note 9. Debt, within the notes to our audited condensed consolidated financial statements set forth in our Annual Report on Form 10-K filed with the SEC on March 29, 2024.

In connection with the A&R Credit Agreement, Fortress Credit Corp. and its affiliates (together, "Fortress") became our lender with respect to approximately 90% of the term loans under the A&R Credit Agreement (the "A&R Term Loans"). Fortress exchanged 50,000 shares of our Series A Preferred Stock (representing all of our issued and outstanding preferred stock) for approximately \$53.6 million of the A&R Term Loans, and we obtained approximately \$11.8 million of additional funding as part of the A&R Term Loans. As a result, our Series A Preferred Stock was eliminated, and the principal balance of the A&R Term Loans under the A&R Credit Agreement became approximately \$210.0 million (whereas on the original Credit Agreement had an outstanding balance of approximately \$156.0 million as of March 31, 2023). Restatement Date.

In connection with the A&R Credit Agreement, the original term loan under the 2021 Credit Agreement's term loans were apportioned into approximately \$20.6 million of Tranche A term loans ("Tranche A") and approximately \$189.4 million of Tranche B term loans ("Tranche B", and together with Tranche A comprising the A&R Term Loans). The prior amortization payments applicable to the total term loan under the original 2021 Credit Agreement were eliminated. The A&R Credit Agreement only requires that the smaller Tranche A be subject to quarterly amortization payments of approximately \$76,000 per quarter. The benchmark rate for the A&R Term Loans is the applicable term of secured overnight financing rate SOFR as published by the U.S. Federal Reserve Bank of New York (rather than LIBOR, as under the original 2021 Credit Agreement). As of the Restatement Date, Tranche A accrues accrued interest at SOFR plus 6.25%, and 0.10% SOFR adjustment, with a SOFR floor of 0.50%. As of the Restatement Date, Tranche B accrues accrued interest at SOFR plus 4.25%, and 0.10% SOFR adjustment, with a SOFR floor of 0.50%. The stated interest rate of Tranche A and Tranche B A&R Term Loans as of September 30, 2023 was 11.41% and 9.41%, respectively. The stated interest rate of the term loan pursuant to the Credit Agreement as of December 31, 2022 was 11.01%. The effective interest rate of Tranche A and Tranche B A&R Term Loans as of September 30, 2023 was 11.94% and 14.43%, respectively. The effective interest rate of the term loan pursuant to the Credit Agreement as of December 31, 2022 was 12.3%.

We obtained additional leverage covenant relief through the first quarter of 2025, with testing of a total net leverage ratio covenant commencing following the quarter ending March 31, 2025, which covenant will be initially set at 7.25:1.00, reducing in 0.25 increments per quarter until the ratio reaches 5.25:1.00 for the quarter ending March 31, 2027.

As a result in July 2023, DBD Credit Funding LLC, an affiliate of Fortress, became the administrative agent and collateral agent under the amendment and restatement of the A&R Credit Agreement (the "Restatement") in the second quarter of 2023, we recorded \$8.0 million of gain for partial debt extinguishment and capitalized an additional \$21.0 million of debt discount while deferring and continuing to amortize an existing discount of \$2.6 million, which will be amortized over the remaining term of our senior secured debt and recorded in interest expense in our condensed consolidated statements of operations. As a result of the Restatement, fees of \$0.3 million were expensed as incurred and \$0.4 million of debt issuance costs were capitalized in the second quarter of 2023.

Agreement.

In connection with the Transaction, TLA Sale, on November 2, 2023, we entered into Amendment No. 1 to the First Amendment, A&R Credit Agreement, to permit, among other things: (a) the Transaction TLA Sale and the sale of certain other assets (and the proceeds of such sales will not be required to prepay the A&R Term Loans); and (b) the Company to elect, through August 31, 2025, to pay in cash accrued interest equal to the applicable SOFR plus 1.00%, with the remainder of any applicable accrued interest not paid in cash capitalized into the A&R Term Loans. The other terms of the A&R Credit Agreement will remain remained substantially unchanged from those prior to the A&R First Amendment.

Compliance with On March 27, 2024, we entered into Amendment No. 2 to the A&R Credit Agreement, which provided for, among other things:

- (a) the amendment of the Total Net Leverage Ratio covenant to (i) suspend testing of such covenant until the quarter ending June 30, 2026, (ii) adjust the Total Net Leverage Ratio financial covenants covenant levels once the covenant testing is resumed, and (iii) add a mechanism for the Total Net Leverage Ratio to be eliminated permanently upon the satisfaction of certain prepayment-related conditions;
- (b) the addition of a covenant to maintain a \$7.5 million minimum balance of unrestricted cash and cash equivalents (on a consolidated basis), subject to periodic testing and certification, as well as the ability to cure a below-minimum balance, and which covenant will be in effect (i) from March 27, 2024 until March 31, 2026 and (ii) from and after the Financial Covenant Sunset Date; and
- (c) that assignments of September 30, 2023 commitments or loans under the A&R Credit Agreement from existing lenders to certain eligible assignees under the A&R Credit Agreement (i.e. a commercial bank, insurance company, investment or mutual fund or other entity that is an "accredited investor" (as defined in Regulation D under the Securities Act of 1933) and December 31, 2022 was waived pursuant to which extends credit or buys loans in the ordinary course of business) shall not require consent from us while the minimum cash balance financial covenant is in effect.

The other terms of the A&R Credit Agreement prior to the A&R Second Amendment remained substantially unchanged.

The stated interest rate of Tranche A and Tranche B term loans as of March 31, 2024 was 11.41% and 9.41%, respectively. The stated interest rate of Tranche A and Tranche B term loans as of December 31, 2023 was 11.41% and 9.41%, respectively. The effective interest rate of Tranche A and Tranche B A&R Term Loans as of March 31, 2024 was 12.03% and 13.27%, respectively. The effective interest rate of Tranche A and Tranche B A&R Term Loans as of December 31, 2023 was 12.03% and 13.27%, respectively. The difference between the third amendment stated interest rate and effective interest rate for Tranche B as of March 31, 2024 and December 31, 2023 is driven primarily by the amortization of \$21.3 million of debt discount which is included in the calculation of the Credit Agreement, respectively, effective interest rate.

Leases

Our principal lease commitments are for office space and operations under several noncancelable operating leases with contractual terms expiring from 2023 to through 2033. Some of these leases contain renewal options and rent escalations. As of September 30, 2023 March 31, 2024 and December 31, 2022 December 31, 2023, our fixed leases were \$32.7 \$29.1 million and \$33.0 \$31.6 million, respectively, with \$6.9 \$7.0 million and \$6.3 \$7.0 million due in the next 12 months. For further information on our lease obligations, refer to Note 13 of 12, Commitments and Contingencies within the Notes notes to Condensed Financial Statements the financial statements included in Part I, Item 1 of this Quarterly Report on Form 10-Q.

Cash Flows

The following table summarizes our cash flows from continuing operations for the periods indicated (in thousands):

		Nine Months Ended September 30,											
		2023	2022	Change	% Change								
Net cash provided by (used in):													
Three Months Ended March 31,													
		2024	2024			2023	\$ Change	% Change					
Net cash (used in) provided by:													
Operating activities													
Operating activities	Operating activities	\$ (36,753)	\$(57,997)	\$ 21,244	\$ (37) %	\$ (9,751)	\$ (22,480)	\$ 12,729	\$ (57) %				
Investing activities	Investing activities	863	11,495	(10,632)	(92) %								
Financing activities	Financing activities	27,258	37,072	(9,814)	(26) %								

Cash Flows from Operating Activities

The decrease in net cash used in operating activities from continuing operations for nine the three months ended September 30, 2023 over March 31, 2024, compared to the prior year comparable period, was primarily due to a reduction in net loss from continuing operations of \$19.9 million, partly offset by changes in assets and liabilities that had a current period cash flow impact, such as \$36.0 million of changes in working capital and \$68.8 of \$3.8 million, of and changes in non-cash charges offset by a \$54.0 million decrease in net loss from continuing operations, of \$3.3 million. The change in assets and liabilities as compared to the prior year comparable period was primarily driven by a \$16.0 an \$3.5 million decrease in deferred revenues due to the timing of the direct-to-consumer order shipments as well as impairments and modifications of certain trademark licensing contracts, a \$8.5 million increase in accounts payable due to the timing of payments, a decrease of \$5.9 million in inventories, net due to reduced purchasing, a decrease of \$6.1 million in prepaid expenses and other assets primarily due to a restructuring charge taken on direct-to-consumer cloud-based software in the first quarter prior year comparable period, a \$2.1 million decrease in accounts payable due to the timing of 2023, payments, a \$0.9 \$1.3 million increase decrease in operating lease liabilities, and a \$12.3 \$0.7 million increasedecrease in other, liabilities, net, partly offset by a \$5.1 \$2.6 million decrease in inventories, net due to reduced purchasing related to Playboy's e-commerce site (which changed from our ownership and operation to a licensed business model in the third quarter of 2023), and a \$1.6 million increase in accounts receivable deferred revenues due to the timing of royalties collections and modifications of certain trademark licensing contracts, a \$0.7 million decrease in contract assets due to the impairment, modification or termination of certain trademark licensing contracts and the related \$7.8 million decrease in accrued agency fees and commissions, direct-to-consumer order shipments. The change in non-cash charges, compared to the change in the prior year comparable period, was primarily driven by a \$127.6 million decrease in non-cash impairment inventory reserve charges of \$6.4 million, a \$6.9 \$3.4 million decrease in stock-based compensation expense, a \$6.4 million net gain on the extinguishment of debt in 2023, a \$5.1 million decrease in depreciation and amortization, and a \$0.5 million increase in amortization of right-of-use assets, partly offset by a \$33.2 million change in fair value remeasurement charges of \$2.8 million and a \$35.4 \$1.8 million loss on extinguishment of debt in the prior year comparable period, partly offset by a \$4.4 million increase in deferred income taxes, the \$2.4 million impairment of our artwork held for sale, \$1.9 million of capitalized paid-in-kind interest and the \$5.8 a \$1.2 million gain on sale of the Aircraftincrease in the third quarter amortization of 2022, right-of-use assets.

Cash Flows from Investing Activities

The decrease in net cash provided by used in investing activities for the nine three months ended September 30, 2023 over March 31, 2024, compared to the prior year comparable period, was primarily due to \$17.2 a \$1.2 million of proceeds from the sale of the Aircraftdecrease in the prior year comparable period, partly offset by \$1.0 million of proceeds from the sale of Yandy and the repayment of a related \$1.3 million promissory note, and \$4.3 million lower purchases of property and equipment.

Cash Flows from Financing Activities

The decrease in net cash provided by financing activities for the nine three months ended September 30, 2023 over March 31, 2024, compared to the prior year comparable period, was due to \$48.3 million of proceeds from the issuance of Series A Preferred Stock in the prior year comparable period, a \$35.1 million increase in the repayment of long-term debt from the proceeds of our equity offerings, and \$1.9 million of proceeds from the exercise of stock options in the prior year comparable period, partly offset by net proceeds

of \$13.9 million from our registered direct offering in January of 2023 and net proceeds of \$47.6 million from the issuance of common stock in our rights offering in February of 2023, and gross partly offset by a \$45.4 million decrease in the repayment of long-term debt from the proceeds of \$11.8 million from the Restatement in the second quarter of 2023.

such offerings.

Contractual Obligations

There have been

For the quarter ended March 31, 2024, there were no material changes to our contractual obligations from December 31, 2022 December 31, 2023, as disclosed in our audited consolidated financial statements included in our Annual Report on Form 10-K filed on March 16, 2023 March 29, 2024.

Critical Accounting Estimates

Our interim condensed consolidated financial statements have been prepared in accordance with U.S. GAAP. The preparation of these financial statements requires us to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities as of the date of the condensed consolidated financial statements, as well as the reported expenses incurred during the reporting periods. Estimates and judgments used in the preparation of our interim condensed consolidated financial statements are, by their nature, uncertain and unpredictable, and depend upon, among other things, many factors outside of our control, such as demand for our products, inflation, foreign currency exchange rates, economic conditions and other current and future events, such as the impact of public health crises and epidemics and global hostilities. Our estimates are based on our historical experience and on various other factors that we believe are reasonable under the circumstances, the results of which form the basis for making judgments about the carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions or conditions.

During the nine three months ended September 30, 2023 March 31, 2024, there were no material changes to our critical accounting policies estimates or in the methodology used for estimates from those described in "Management's Discussion and Analysis of Financial Condition and Results of Operations" included in our [Annual Report on Form 10-K](#) filed with the SEC on March 16, 2023 March 29, 2024.

Recent Accounting Pronouncements

See Refer to Note 1 to our condensed consolidated financial statements included elsewhere in this Quarterly Report on Form 10-Q for more information about recent accounting pronouncements, the timing of their adoption, and our assessment, to the extent we have made one, of their potential impact on our financial condition and results of operations.

Item 3. Quantitative and Qualitative Disclosures about Market Risk

We are exposed to a variety of market and other risks, including the effects of changes in interest rates, inflation, and foreign currency exchange rates, as well as risks to the availability of funding sources, hazard events, and specific asset risks.

Interest Rate Risk

The market risk inherent in our financial instruments and our financial position represents the potential loss arising from adverse changes in interest rates. As of September 30, 2023 March 31, 2024 and December 31, 2022 December 31, 2023, we had cash cash of \$20.0 million \$19.0 million and \$31.6 million \$28.1 million, respectively, and restricted cash and cash equivalents of \$1.9 million and \$3.8 million, respectively, respectively, primarily consisting of held in interest-bearing deposit accounts for which the fair market value would be affected by changes in the general level of U.S. interest rates. As of March 31, 2024 and December 31, 2023, we had restricted cash and cash equivalents of \$2.0 million and \$3.6 million, respectively, of which \$0.5 million was held in interest-bearing deposit accounts. However, an immediate 10% change in interest rates would not have a material effect on the fair market value of our cash and restricted cash and cash equivalents.

In order to maintain liquidity and fund business operations, our long-term A&R Term Loans are subject to a variable interest rate based on prime, federal funds, or SOFR plus an applicable margin based on our total net leverage ratio. The nature and amount of our long-term debt can be expected to vary as a result of future business requirements, market conditions, and other factors. We may elect to enter into interest rate swap contracts to reduce the impact associated with interest rate fluctuations, but as of September 30, 2023 March 31, 2024, we have not entered into any such contracts.

As of September 30, 2023 March 31, 2024 and December 31, 2023, we had outstanding debt obligations obligations of \$209.8 million, \$213.5 million and \$211.6 million, respectively, which accrued interest at a rate of 11.41% and 9.41% for Tranche A and Tranche B term loans, respectively. As of December 31, 2022, outstanding debt obligations were \$201.6 million, which accrued interest at a rate of 11.01%. Based on the balance outstanding under our A&R Term Loans at September 30, 2023 March 31, 2024, we estimate that a 0.5% or 1% increase or decrease in underlying interest rates would increase or decrease annual interest expense by \$1.1 million or \$2.2 million, \$1.1 million and \$2.3 million, respectively, in any given fiscal year. See also our "Risk Factors—Risks Related to Our Business and Industry—

Our variable rate debt subjects us to interest rate risk that could cause our debt service obligations to increase significantly. included in Item 1A of our Annual Report on Form 10-K filed on March 29, 2024.

Foreign Currency Risk

We transact business in various foreign currencies and have significant international revenues, as well as costs denominated in foreign currencies other than the U.S. dollar, primarily the Australian dollar. Accordingly, changes in exchange rates, and in particular a strengthening of the U.S. dollar, have in the past, and may in the future, negatively affect our revenue and other operating results as expressed in U.S. dollars. For the three months ended September 30, 2023 March 31, 2024 and 2022, 2023, we derived approximately 55% 50% and 59%, respectively, 56% of our revenue from outside the United States, international customers, respectively, out of which 30% 37% and 29% 19%, respectively, was denominated in foreign currency. For We expect the nine months ended September 30, 2023 and 2022, we percentage of revenue derived approximately 56% and

60%, respectively, of our revenue from outside the United States out of which 29% and 30%, respectively, was denominated to increase in foreign currency future periods as we continue to expand globally. Revenue and related expenses generated from our international operations (other than most international licenses) are denominated in the functional currencies of the corresponding country. The functional currency of our subsidiaries that either operate in or support these markets is generally the same as the corresponding local currency. The majority of our international licenses are denominated in U.S. dollars. The results of operations of, and certain of our intercompany balances associated with, our international operations are exposed to foreign exchange rate fluctuations. Upon consolidation, as exchange rates vary, our revenue and other operating results may differ materially from expectations, and we may record significant gains or losses on the remeasurement of intercompany balances. We do not have an active foreign exchange hedging program.

There are numerous factors impacting the amount by which our financial results are affected by foreign currency translation and transaction gains and losses resulting from changes in currency exchange rates, including, but not limited to, the volume of foreign currency-denominated transactions in a given period. Foreign currency transaction exposure from a 10% movement of currency exchange rates would have a material impact on our results, assuming no foreign currency hedging. For the three and nine months ended **September 30, 2023** **March 31, 2024**, we recorded an unrealized loss of **\$1.2 million and \$3.2 million** **\$1.7 million**, respectively, which is included in accumulated other comprehensive loss as of **September 30, 2023** **March 31, 2024**. This was primarily related to the increase in the U.S. dollar against the Australian dollar during the three and nine months ended **September 30, 2023** **March 31, 2024**.

Inflation Risk

Inflationary factors such as increases in the cost of our product and overhead costs may adversely affect our operating results. Although we do not believe that inflation has had a material impact on our financial position or results of operations in recent periods, a high rate of inflation in the future may have an adverse effect on our ability to maintain or improve current levels of revenue, gross margin and selling and administrative expenses, or the ability of our customers to make discretionary purchases of our goods and services. See our "Risk Factors—Risks Related to Our Business and Industry—Our business depends on consumer purchases of discretionary items, goods and content, which can be negatively impacted during an economic downturn or periods of inflation. This could negatively affect materially impact our sales, profitability and financial condition, condition." included in Item 1A of our Annual Report on Form 10-K filed on **March 16, 2023** **March 29, 2024**.

Item 4. Controls and Procedures

Evaluation of Disclosure Controls and Procedures

Our management, with the participation and supervision of our Chief Executive Officer and our Chief Financial Officer, have evaluated our disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as **amended** (the "Exchange Act")) **amended**) as of the end of the period covered by this Quarterly Report on Form 10-Q. Based on that evaluation, our Chief Executive Officer and Chief Financial Officer have concluded that, as of the end of the period covered by this Quarterly Report on Form 10-Q, our disclosure controls and procedures were not effective due to the material weaknesses in our internal control over financial reporting described below. However, after giving full consideration to such material weaknesses, and the additional analyses and other procedures that we performed to ensure that our condensed consolidated financial statements included in this Quarterly Report **on Form 10-Q** were prepared in accordance with **U.S.** GAAP, our management has concluded that our consolidated financial statements present fairly, in all material respects, our financial position, results of operations and cash flows for the periods disclosed in conformity with **U.S.** GAAP.

Management has determined that the Company had the following material weaknesses in its internal control over financial reporting:

Control Environment, Risk Assessment, and Monitoring

We did not maintain appropriately designed entity-level controls impacting the control environment, risk assessment procedures, and effective monitoring controls to prevent or detect material misstatements to the consolidated financial statements. These deficiencies were attributed to: (i) lack of structure and responsibility, insufficient number of qualified resources and inadequate oversight and accountability over the performance of controls, (ii) ineffective identification and assessment of risks impacting internal control over financial reporting, and (iii) ineffective evaluation and determination as to whether the components of internal control were present and functioning.

Control Activities and Information and Communication

These material weaknesses contributed to the following additional material weaknesses within certain business processes and the information technology environment:

- We did not fully design, implement and monitor general information technology controls in the areas of program change management, user access, and segregation of duties for systems supporting substantially all of the Company's internal control processes. Accordingly, the Company did not have effective automated process-level controls, and manual controls that are dependent upon the information derived from the IT systems are also determined to be ineffective.
- We did not design and implement, and retain appropriate documentation of formal accounting policies, procedures and controls across substantially all of the Company's business processes to achieve timely, complete, accurate financial accounting, reporting, and disclosures. Additionally, we did not design and implement controls, maintained at the corporate level, **which are** at a sufficient level of precision to provide for the appropriate level of oversight of business process activities and related controls.
- We did not appropriately design and implement management review controls at a sufficient level of precision around complex accounting areas and disclosure including asset impairments, **revenue contracts**, income tax, **digital assets**, stock-based compensation and lease accounting.
- We did not appropriately design and implement controls over the existence, accuracy, completeness, valuation and cutoff of inventory.

Although these material weaknesses did not result in any material misstatement of our consolidated financial statements for the periods presented, they could lead to a material misstatement of account balances or disclosures. Accordingly, management has concluded that these control deficiencies constitute material weaknesses.

Remediation Efforts

We have begun the process of, and we are focused continue to work on designing and implementing effective internal controls measures to improve our internal control over financial reporting and remediate the material weaknesses. Our internal control remediation efforts include the following:

- We hired additional qualified accounting resources and outside resources to segregate key functions within our financial and information technology processes to support our internal controls over financial reporting.
- We are in the process of reassessing and formalizing the design of certain accounting and information technology policies relating to controls with respect to systems security and change management controls. We expect the full remediation of certain of such systems by the end of fiscal year 2025. management.
- We engaged an outside firm to assist management with (i) reviewing our current processes, procedures, and systems and assessing the design of controls to identify opportunities to enhance the design of controls that would address relevant risks identified by management, and (ii) enhancing and implementing protocols to retain sufficient documentary evidence of operating operating effectiveness of such controls.
- We implemented our warehouse management system, and continue to refine our inventory process controls to increase the level of precision. We expect the full remediation of certain of such systems by 2025.

In addition to implementing and refining the above activities, we expect to engage in additional remediation activities in coming fiscal years, including:

- Continuing to enhance and formalize our accounting, business operations, and information technology policies, procedures, and controls to achieve complete, accurate, and timely financial accounting, reporting and disclosures.
- Establishing effective general controls over our accounting and operating systems to ensure that our automated process level controls and information produced and maintained in our IT systems is relevant and reliable.
- Designing and implementing controls that address the completeness and accuracy of underlying data used in the performance of controls over accounting transactions and disclosures.
- Completing the implementation of our enterprise reporting software and other system integrations and establishing effective general controls over these systems to ensure that our automated process level controls and information produced and maintained in our IT systems is relevant and reliable.
- Enhancing policies and procedures to retain adequate documentary evidence for certain management review controls over certain business processes including precision of review and evidence of review procedures performed to demonstrate effective operation of such controls.
- Developing monitoring controls and protocols that will allow us to timely assess the design and the operating effectiveness of controls over financial reporting and make necessary changes to the design of controls, if any.

While these actions and planned actions are subject to ongoing management evaluation and will require validation and testing of the design and operating effectiveness of internal controls over a sustained period of financial reporting cycles, we are committed to the continuous improvement of our internal control over financial reporting and will continue to diligently review our internal control over financial reporting.

Changes in Internal Control over Financial Reporting

As described above, we are in the process of implementing changes to our internal control over financial reporting to remediate the material weaknesses described herein. There have been no changes in our internal control over financial reporting during the quarter ended September 30, 2023, March 31, 2024 that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

Limitations on Effectiveness of Controls and Procedures

The effectiveness of any system of internal control over financial reporting, including ours, is subject to inherent limitations, including the exercise of judgment in designing, implementing, operating, and evaluating the controls and procedures, and the inability to eliminate misconduct completely. Accordingly, any system of internal control over financial reporting, including ours, no matter how well designed and operated, can only provide reasonable, not absolute assurances. In addition, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. We intend to continue to monitor and upgrade our internal controls as necessary or appropriate for our business, but there can be no assurance that such improvements will be sufficient to provide us with effective internal control over financial reporting.

Part II. OTHER INFORMATION

Item 1. Legal Proceedings.

We are party to pending litigation and claims in connection with the ordinary course of our business. We make provisions for estimated losses to be incurred in such litigation and claims, including legal costs, and we believe such provisions are adequate. See Refer to Note 13,12, Commitments and Contingencies—Legal Contingencies, within the notes to our unaudited condensed consolidated financial statements for a summary of material legal proceedings included in this Quarterly Report on Form 10-Q, in addition to Part I, Item 3, "Legal Proceedings" of our Annual Report on Form 10-K filed with the SEC on March 16, 2023 March 29, 2024.

Item 1A. Risk Factors.

In addition to the other information set forth in this Quarterly Report including the risk factors set forth below, on Form 10-Q, please carefully consider the risk factors described under the heading "Part I – Item 1A. Risk Factors" in our most recent Annual Report on Form 10-K for the fiscal year ended December 31, 2022, under the heading "Part I – Item 1A. Risk Factors." December 31, 2023. Such risks described are not the only risks facing us. Additional risks and uncertainties not currently known to us, or that our management currently deems to be immaterial, also may adversely affect our business, financial condition, and/or operating results.

There can be have been no assurance that our common stock will continue material changes to be listed on The Nasdaq Global Market ("Nasdaq"), which could limit investors' ability to make transactions those risk factors since their disclosure in our common stock and the price of our common stock and our ability to access the capital markets could be negatively impacted.

Our common stock is traded on Nasdaq under the symbol "PLBY". To maintain our listing we are required to satisfy continued listing requirements, including the requirement commonly referred to as the minimum bid price rule (Nasdaq Listing Rule 5450(a)(1)). The minimum bid price rule requires that the closing bid price of our common stock be at least \$1.00 per share. On November 3, 2023, we received a letter from the Staff of the Listing Qualifications Department of The Nasdaq Stock Market LLC indicating that based upon our common stock's closing bid price during the previous 30 consecutive business days, we no longer satisfied the Nasdaq minimum bid price rule. The notice had no immediate effect on the listing of our common stock on Nasdaq, and we have until May 1, 2024 to regain compliance. If at any time during such 180-calendar day period the closing bid price of our common stock is at least \$1.00 for a minimum of 10 consecutive business days, Nasdaq will provide us written confirmation of compliance and the matter will be closed. If we do not regain compliance by May 1, 2024, and we apply to transfer the listing of our common stock from The Nasdaq Global Market to The Nasdaq Capital Market, we may be eligible for an additional 180-calendar day compliance period, subject to satisfying the conditions in the applicable Nasdaq Listing Rules. However, there can be no assurance that we will be able to regain compliance with the minimum bid price rule or continue to satisfy other continued listing standards and maintain the listing of our common stock on Nasdaq. The suspension or delisting of our common stock, or the commencement of delisting proceedings, could, among other things, materially impair our stockholders' ability to buy and sell shares of our common stock and could have an adverse effect on the market price of, and the efficiency of the trading market for, our common stock. Although we may effect a reverse stock split of our issued and outstanding common stock in the future, there can be no assurance that such reverse stock split will enable us to regain, or maintain, compliance with the Nasdaq minimum bid price requirement.

Any delisting determination by Nasdaq could seriously decrease or eliminate the value of an investment in our common stock and other securities linked to our common stock. While an alternative listing on an over-the-counter exchange could maintain some degree of a market in our common stock, we could face substantial material adverse consequences, including, but not limited to, the following: limited availability for market quotations for our common stock; reduced liquidity with respect to and decreased trading prices of our common stock; a determination that shares of our common stock are "penny stock" under the SEC rules, subjecting brokers trading our common stock to more stringent rules on disclosure and the class of investors to which the broker may sell the common stock; limited news and analyst coverage for our company, in part due to the "penny stock" rules; decreased ability to issue additional securities or obtain additional financing in the future; and potential breaches under or terminations of our agreements with current or prospective large stockholders, strategic investors and banks.

We will need to obtain additional capital to fund our operations in the future. If we are unsuccessful in obtaining new capital, we may not be able to continue operations or may be forced to sell assets to do so. Alternatively, capital may not be available to us on favorable terms, or if at all. If available, financing terms may lead to significant dilution of our stockholders' equity.

We are not profitable and have had negative cash flow from operations since becoming a public company in February 2021. To fund our operations and develop and commercialize our products, we have relied primarily on equity and debt financings. Our unrestricted cash and cash equivalents as of September 30, 2023, of approximately \$20 million, may be insufficient to allow us to fund our current operating plan through the following 12 months without additional capital. Accordingly, we may be required to obtain additional funds during the following 12 months. Additional capital may not be available at such times or amounts as needed by us.

Even if capital is available, it might be available only on unfavorable terms. Any additional equity or convertible or in-kind debt financing into which we enter could be dilutive to our existing stockholders. Any future debt financing into which we enter may impose covenants upon us that restrict our operations, including limitations on our ability to incur liens or additional debt, pay dividends, repurchase our stock, make certain investments and engage in certain merger, consolidation or asset sale transactions. Any debt financing or additional equity capital that we raise may contain terms that are not favorable to us or our stockholders. If we raise additional funds through collaboration, joint venture or licensing arrangements with third parties, we may need to relinquish rights to certain intellectual property or grant licenses on terms that are not favorable to us. If access to sufficient capital is not available as and when needed, our business may be materially impaired, and we may be required to cease operations, curtail one or more business segments, scale back or eliminate the development of business opportunities, or significantly reduce expenses, sell assets, seek a merger or joint venture partner, file for protection from creditors or liquidate all of our assets. Any of these factors could harm our financial results.

We may not realize the expected financial benefits from our disposition of assets and/or our cost reductions, including within the anticipated timelines.

Our strategic initiatives include identifying and implementing actions designed to shift to a more capital-light business model and significantly reduce our expenses. In the second quarter of 2023, we sold our Yandy business, and on November 3, 2023, we sold our Lovers business (held by TLA). We also previously announced that we are considering the sale of certain of our art assets. Pursuant to the recent amendment of our A&R Credit Agreement, the net proceeds of such dispositions may be retained by us and used to support our remaining business. However, there can be no assurance that such proceeds will sufficiently improve our liquidity position or our operations.

We continue to review the cost structure of our businesses and additional cost rationalization. We significantly restructured our technology expenses in the first quarter of 2023, and cost-excessive and under-utilized software packages were either terminated or not renewed upon expiration of applicable agreements. However, this resulted in a restructuring charge of \$4.6 million for the nine months ended September 30, 2023, excluding \$0.4 million of costs related to discontinued operations. In addition, we reduced headcount within the Playboy Direct-to-Consumer business and our corporate office during fiscal 2023, resulting in a severance charge of \$0.3 million and \$2.8 million during the three and nine months ended September 30, 2023, respectively, and additional stock-based compensation expenses of \$2.4 million due to acceleration of certain equity awards during the nine months ended September 30, 2023.

We may not be able to fully implement all asset dispositions or intended cost reduction actions or realize their benefits, including within the anticipated timeline, nor may we be able to identify and/or implement additional asset dispositions or cost reduction actions necessary to achieve positive cash flows, including potentially as a result of factors outside of our control. In addition, the implementation of these dispositions, cost reduction actions and changes to our workforce could have unintended consequences to us, including negatively impacting our sales, diversion of management attention, employee attrition beyond workforce reductions, and lower employee morale among our current employees. If we are not able to fully achieve the expected financial benefits of our asset dispositions and cost reduction actions within the anticipated timeline, we may not be able to effectively mitigate the negative impacts of the current ongoing negative macroeconomic conditions on our business, which in turn, could weaken our ability to support our ongoing operations, satisfy covenants under our Credit Agreement and otherwise meet our obligations as they become due, and further, cause management to change its assessment of our ability to continue as a going concern (refer to Note 1 in our unaudited consolidated financial statements included in this Quarterly Report for further discussion of management's most recent assessment).

Our failure to fully realize the expected financial benefits from our asset dispositions and cost reduction actions could also lead to the implementation of additional restructuring-related activities in the future, which could exacerbate these risks or introduce new risks which could materially adversely affect our business, financial position, liquidity and results of operations.

Annual Report on Form 10-K.

Item 2. Recent Sales of Unregistered Securities and Use of Proceeds.

As of September 30, 2023 During the quarter ended March 31, 2024, we ~~had~~ did not ~~repurchased~~ repurchase any shares of our common stock as authorized pursuant to the 2022 Stock Repurchase Program, which was authorized by the Board of Directors on May 14, 2022.

Item 3. Defaults Upon Senior Securities.

None.

Item 4. Mine Safety Disclosures.

Not applicable.

Item 5. Other Information.

No Rule 10b5-1 plans or non-Rule 10b5-1 trading arrangements were adopted, modified or terminated by the Company or officers or directors of the Company, nor were there any material changes to the procedures by which security holders may recommend nominees to the Company's board of directors, during the quarter ended **September 30, 2023** **March 31, 2024**.

Item 6. Exhibits.

Exhibit No.	Description
3.1	Second Amended and Restated Certificate of Incorporation of PLBY Group, Inc. (incorporated by reference to Exhibit 3.1 of the Company's Current Report on Form 8-K filed with the SEC on February 16, 2021)
3.2	Amended and Restated Bylaws of PLBY Group, Inc. (incorporated by reference to Exhibit 3.2 of the Company's Current Report on Form 8-K filed with the SEC on February 16, 2021)
3.3	Certificate of Designation of the Series A Preferred Stock (incorporated by reference to Exhibit 3.1 of the Company's Current Report on Form 8-K filed with the SEC on May 17, 2022)
10.1^ 10.1	Stock Purchase Agreement, dated October 3, 2023, by and among LV Holding, LLC, TLA Acquisition Corp. and Playboy Enterprises, Inc. (incorporated by reference to Exhibit 10.1 of the Company's Current Report on Form 8-K filed with the SEC on October 5, 2023)
10.2^	Amendment No. 12 to Amended and Restated Credit and Guaranty Agreement, dated as of November 2, 2023 March 27, 2024, by and among the Company, Playboy Enterprises, Inc., each guarantor party thereto, the lenders party thereto, and DBD Credit Funding LLC, as the administrative agent and the collateral agent (incorporated by reference to Exhibit 10.1 to 10.14 of the Company's Current Annual Report on Form 8-K 10-K filed with the SEC on MEC on November 6, 2023 March 29, 2024)
31.1*	Certification of the Principal Executive Officer pursuant to Rules 13a-14(a) and 15d-14(a), promulgated pursuant to the Securities Exchange Act of 1934, as amended
31.2*	Certification of the Principal Financial Officer pursuant to Rules 13a-14(a) and 15d-14(a), promulgated pursuant to the Securities Exchange Act of 1934, as amended
32.1**	Certification of the Principal Executive Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
32.2**	Certification of the Principal Financial Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
101	The following financial information from PLBY Group, Inc.'s Quarterly Report on Form 10-Q for the quarter ended September 30, 2023 March 31, 2024 are formatted in iXBRL (Inline eXtensible Business Reporting Language): (i) Condensed Consolidated Statements of Operations, (ii) Condensed Consolidated Balance Sheets, (iii) Condensed Consolidated Statements of Stockholders' Equity, (iv) Condensed Consolidated Statements of Cash Flows, and (v) related notes (submitted electronically with this Quarterly Report on Form 10-Q)
101.INS	Inline XBRL Instance Document - the instance document does not appear in the interactive data file because its XBRL tags are embedded within the Inline XBRL document (submitted electronically with this Quarterly Report on Form 10-Q)
101.SCH	Inline XBRL Taxonomy Extension Schema Document (submitted electronically with this Quarterly Report on Form 10-Q)
101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase Document (submitted electronically with this Quarterly Report on Form 10-Q)
101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document (submitted electronically with this Quarterly Report on Form 10-Q)
101.LAB	Inline XBRL Taxonomy Extension Labels Linkbase Document (submitted electronically with this Quarterly Report on Form 10-Q)
101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document (submitted electronically with this Quarterly Report on Form 10-Q)
104	Cover Page Interactive Data File, formatted in Inline XBRL and contained in Exhibit 101

* Filed herewith.

** This certification is being furnished solely to accompany this quarterly report pursuant to 18 U.S.C. § 1350, and is not being filed for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, and is not to be incorporated by reference into any filing of PLBY Group, Inc., whether made before or after the date hereof, regardless of any general incorporation language in such filing.

^ Schedules and exhibits to this agreement have been omitted pursuant to Item 601(b)(2) of Regulation S-K. A copy of any omitted schedule and/or exhibit will be furnished to the SEC upon request.

SIGNATURES

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

PLBY GROUP, INC.

Date: November 9, 2023 May 9, 2024

By: /s/ Ben Kohn
Name: Ben Kohn
Title: Chief Executive Officer and President
(principal executive officer)

Date: November 9, 2023 May 9, 2024

By: /s/ Marc Crossman
Name: Marc Crossman
Title: Chief Financial Officer and
Chief ~~Operation~~ ~~Operating~~ Officer
(principal financial ~~officer~~ and principal accounting
officer)

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Exhibit 31.1

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

I, Ben Kohn, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q of PLBY Group, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

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

Date: **November 9, 2023** **May 9, 2024**

By: /s/ Ben Kohn

Ben Kohn

Chief Executive Officer and President

(Principal Executive Officer)

Exhibit 31.2

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

I, Marc Crossman, certify that:

1. I have reviewed this Quarterly Report on Form 10-Q of PLBY Group, Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: **November 9, 2023** **May 9, 2024**

By: /s/ Marc Crossman

Marc Crossman
Chief Financial Officer ~~and~~ & Chief Operating Officer

(Principal Financial Officer & Principal Accounting Officer)

Exhibit 32.1

CERTIFICATION OF CHIEF EXECUTIVE OFFICER

PURSUANT TO 18 U.S.C. SECTION 1350

AS ADOPTED PURSUANT TO SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report of PLBY Group, Inc. (the "Company") on Form 10-Q for the period ended ~~September 30, 2023~~ March 31, 2024, as filed with the Securities and Exchange Commission (the "Report"), Ben Kohn, Chief Executive Officer and President of the Company, certifies, to the best of his knowledge, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

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

Date: ~~November 9, 2023~~ May 9, 2024

By: /s/ Ben Kohn

Ben Kohn

Chief Executive Officer and President

(Principal Executive Officer)

Exhibit 32.2

CERTIFICATION OF CHIEF FINANCIAL OFFICER

PURSUANT TO 18 U.S.C. SECTION 1350

AS ADOPTED PURSUANT TO SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report of PLBY Group, Inc. (the "Company") on Form 10-Q for the period ended ~~September 30, 2023~~ March 31, 2024, as filed with the Securities and Exchange Commission (the "Report"), Marc Crossman, Chief Financial Officer and Chief Operating Officer of the Company, certifies, to the best of his knowledge, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that:

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

Date: **November 9, 2023** May 9, 2024

By: */s/ Marc Crossman*

Marc Crossman

Chief Financial Officer **and** & Chief Operating Officer

(*Principal Financial Officer & Principal Accounting Officer*)

DISCLAIMER

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