UNITED STATES
SECURITIES AND EXCHANGE COMMISSION WASHINGTON, D.C. 20549

FORM 10-QSB
(X) QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15 (d) OF THE SECURITIES EXCHANGE ACT OF 1934

For quarterly period ended MARCH 31, 1996
( ) 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: 0-23702
STEVEN MADDEN, LTD.
(Exact name of Registrant as specified in its charter)
New York
(State or other jurisdiction of incorporation or organization)

> 52-16 Barnett Avenue Long Island City, New York (Address of principal executive offices) 11104 (Zip Code) (718) $446-1800$

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 and (2) has been subject to such filing requirements for the past 90 days.

Class
Common Stock

| Yes X No |  |
| :---: | :---: |
| Outstanding at May 9, | 1996 |
| $7,668,594$ |  |

7,668,594

## STEVEN MADDEN, LTD. <br> FORM 10-QSB <br> QUARTERLY REPORT

 PERIOD JANUARY 1, 1996 TO MARCH 31, 1996
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## A S S E T S

| Current assets: <br> Cash and cash equivalents . | \$ 8,717,425 |
| :---: | :---: |
| Accounts receivable (net of allowance for doubtful accounts of \$90,000). | 1,098,308 |
| Due from factor (net of allowance for doubtful accounts of \$71,000) | 5,317,194 |
| Note receivable | 116,667 |
| Inventories | 1,466,568 |
| Prepaid advertising . | 965,971 |
| Prepaid expenses and other current assets | 170,159 |
| Total current assets | 17,852,292 |
| Note receivable, less current maturities | 633,333 |
| Property and equipment | 828,383 |
| Other assets: |  |
| Prepaid advertising | 1,400,000 |
| Deferred taxes. | 218,400 |
| Deposits. | 69,688 |
| Total other assets | 1,688,088 |
| T O T A L. | \$21, 002, 096 |
| LIABILITIES AND STOCKHOLDERS' EQUITY |  |
| Current liabilities: |  |
| Accounts payable and accrued expenses | \$ 584,321 |
| Accrued bonuses . | 361, 471 |
| Income taxes payable. . . | 432,929 |
| Other current liabilities | 63,941 |
| Total current liabilities. | 1,442,662 |
| Commitments and contingencies |  |
| Stockholders' equity: |  |
| Common stock - \$.0001 par value, 10,000,000 shares authorized, 7,668,594 issued and outstanding. | 767 |
| Additional paid-in capital. | 17,129,975 |
| Unearned compensation | (428, 098 ) |
| Retained earnings | 2,856,790 |
| Total stockholders' equity | 19,559,434 |
| T O T A L. | \$ 21, 002,096 |

The accompanying notes to condensed consolidated financial statements are an integral part hereof.

STEVEN MADDEN, LTD. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF OPERATIONS



The accompanying notes to condensed consolidated financial statements are an integral part hereof.

## STEVEN MADDEN, LTD. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY

|  | Common Shares | Stock Amount | $\begin{aligned} & \text { Additional } \\ & \text { Paid-in } \\ & \text { Capital } \end{aligned}$ | Retained Earnings (Deficit) | Unearned Compensation | Total Stockholders Equity |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| BALANCE - DECEMBER 31, 1995.. | 6,415,776 | \$642 | \$11, 179, 214 | \$2,049,593 | \$(464, 036 ) | \$12, 765, 413 |
| Exercise of stock warrants... | 1,252,818 | 125 | 5,950,761 |  |  | 5,950,886 |
| Net income. |  |  |  | 807,197 |  | 807,197 |
| Amortization of unearned compensation. |  |  |  |  | 35,938 | 35,938 |
| BALANCE - MARCH 31, 1996.... | 7,668,594 | \$767 | \$17,129, 975 | \$2,856,790 | \$(428, 098) | \$19,559,434 |

The accompanying notes to condensed consolidated financial statements are an integral part hereof.

STEVEN MADDEN, LTD. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS


| (Increase) in prepaid expenses and other assets | $(96,532)$ | $(2,312)$ |
| :---: | :---: | :---: |
| Increase (decrease) in accounts payable and accrued expenses. | 27,669 | $(53,780)$ |
| (Decrease) in accrued bonuses | $(234,400)$ | $(13,670)$ |
| Increase (decrease) in other current liabilities. | $(20,308)$ | 149,552 |
| (Decrease) in tax liability . | $(98,274)$ |  |
| Net cash (used in) operating activities. . . | $(1,301,487)$ | $(473,526)$ |
| Cash flows from investing activities: Purchase of equipment | $(55,188)$ | $(37,887)$ |
| Cash flows from financing activities: Proceeds from options and warrants exercised. Proceeds from loans, net. | 5,950,886 | 98,050 168,181 |
| Net cash provided by financing activities | 5,950,886 | 266,231 |
| NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS | 4,594,211 | $(245,182)$ |
| Cash and cash equivalents - beginning of year. | 4,123,214 | 2,537,217 |
| CASH AND CASH EQUIVALENTS - END OF YEAR. | \$ 8,717,425 | \$ 2,292,035 |

The accompanying notes to condensed consolidated financial statements are an integral part hereof.

## STEVEN MADDEN, LTD. AND SUBSIDIARIES

## NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

[1] Basis of Reporting:
The accompanying unaudited condensed consolidated financial statements have been prepared in accordance with generally accepted accounting principles for interim financial information and with the instructions to Form 10-QSB and Item $310(\mathrm{~b})$ of Regulation $\mathrm{S}-\mathrm{B}$. Accordingly, they do not include all of the information and footnotes required by generally accepted accounting principles for complete financial statements. In the opinion of management, such statements include all adjustments (consisting only of normal recurring items) which are considered necessary for a fair presentation of the financial position of the Company at March 31, 1996, and the results of its operations, changes in stockholders' equity and cash flows for the three months then ended. The results of operations for the three months ended March 31, 1996 are not necessarily indicative of the operating results for the full year. It is suggested that these financial statements be read in conjunction with the financial statements and notes for the year ended December 31, 1995 included in the Steven Madden, Ltd. Form 10-KSB.

## [2] Inventory:

Inventories, which consist of finished goods, are stated at the lower of cost (first-in, first-out method) or market.
[3] Net income per share of common stock:
Net income per share of common stock is computed based on the weighted average number of shares outstanding during the period, utilizing the modified treasury stock method. Common stock equivalents are included if their effect is dilutive.

## [4] Merger:

On April 1, 1996, the Company entered into an Agreement and Plan of Merger (the "merger") with Diva International, Inc. ("Diva"). The merger provides for the purchase of all Diva shares for an initial payment of $\$ 1,000,000$ and a subsequent payment of $\$ 1,400,000$ to be paid one year from the closing date of the merger. The subsequent payment may be made in cash or 186,667 shares of the Company's common stock. The purchase price may be adjusted based on the audited net assets as at March 31, 1996 and the subsequent cash collections on Diva's accounts receivable.

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS.

The following discussion of the Company's financial condition and results of operations should be read in conjunction with the Financial Statements and Notes thereto appearing elsewhere in this document.

The following table sets forth information on operations for the periods indicated:

|  | Percentage of Net Revenues Three Months Ended March 31 |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 1996 |  | 1995 |  |
| Consolidated: |  |  |  |  |
| Revenues | \$7, 808, 327 | 97.6 | \$6, 359,434 | 100 |
| Other Operating Income | 193,886 | 2.4 | - - | - - |
| Total Revenue | 8,002,213 | 100 | 6,359,434 | 100 |
| Cost of Revenues | 4,327,306 | 54.1 | 4,322,859 | 68 |
| Operating Expenses | 2,423,369 | 30.3 | 1,108,592 | 17.4 |
| Income from Operations | 1,251,538 | 15.6 | 927,983 | 14.6 |
| Interest Expense | -- | -- | -132,242 | -2.1 |
| Other Income | 100,659 | 1.3 | 33,974 | 0.5 |
| Other Expenses | - - | - - | - - | -- |
| Income Before Income Taxes | 1,352,197 | 16.9 | 829,715 | 13 |
| Net Income | 807,197 | 10.1 | 679,715 | 10.7 |

By Segment:
WHOLESALE

Revenues
Other Operating Income
Total Revenue
Cost Of Revenues
Operating Expenses
Income from Operations

| $\$ 7,155,318$ | 100 | $\$ 5,552,997$ | 100 |
| ---: | ---: | ---: | ---: |
| -- | - | - | -- |
| $7,155,318$ | 100 | $5,552,997$ | 100 |
| $4,023,668$ | 56.2 | $3,760,046$ | 67.7 |
| $1,976,283$ | 27.6 | 952,262 | 17.1 |
| $1,155,367$ | 16.2 | 840,689 | 15.1 |

OTHERS

Revenues
Other Operating Income
Total Revenues
Cost of Revenues
Operating Expenses
Income from Operations

| $\$$ | 653,009 | 77.1 | $\$$ | 806,437 |
| ---: | ---: | ---: | ---: | ---: |
| 193,886 | 22.9 | -- | 100 |  |
| 846,895 | 100 |  | 806,437 | -- |
|  |  |  | 100 |  |
| 303,638 | 35.9 | 562,813 | 69.8 |  |
| 447,086 | 52.8 | 156,330 | 19.4 |  |
| 96,171 | 11.3 | 87,294 | 10.8 |  |

RESULTS OF OPERATIONS

Three Months Ended March 31, 1996 vs. Three Months Ended March 31, 1995
Revenues for the three months ended March 31, 1996 were $\$ 7,808,000$ or $23 \%$ higher than the $\$ 6,359,000$ recorded in the comparable period of 1995 . This substantial increase in revenues is due to several factors. The Company's customer base has broadened as a result of a more aggressive sales approach. In addition, management of the Company believes that "Steve Madden" as a brand name is increasing in popularity and as a result reorders and retail sales have increased. In turn, increased revenues have enabled the Company to expand its advertising and promotional efforts, improve its ability to import inventory and increase its sales force, all of which have contributed to the continuing increase in sales. Addesso-Madden, a wholly owned subsidiary of the Company, generated a commission of \$194,000 in the first Quarter of 1996.

Cost of revenues as a percentage of revenues decreased to 54\% in 1996 as compared to 68\% in 1995. The increase in sales allowed the Company to purchase larger volumes, which resulted in a lower cost per pair. The Company purchased a higher percentage of its shoes from overseas suppliers at a lower cost per pair as compared to 1995. The increased sales volume and lower cost of revenues resulted in an improved gross profit, as did the Company's ability to increase selling prices.

Selling, general and administrative expenses increased by $119 \%$ to $\$ 2,423,000$ in 1996 from $\$ 1,109,000$ in 1995. This increase is primarily due to an increase of $105 \%$ in payroll, bonuses and payroll related expenses to $\$ 943,000$ in 1996 from $\$ 461,000$ in 1995, an increase of $92 \%$ in selling, advertising, marketing and
designing expenses to $\$ 632$, 000 in 1996 from $\$ 329,000$ in 1995, an increase of $214 \%$ in occupancy, telephone and utility costs to $\$ 204,000$ in 1996 from $\$ 65$, 000 in 1995 and an increase of $265 \%$ in legal, consulting and accounting fees to $\$ 95,000$ in 1996 from $\$ 26,000$ in 1995.

Income from operations was $\$ 1,252,000$ in 1996 which represents an increase of $\$ 324,000$ or $35 \%$ over the income from operations of $\$ 928,000$ in 1995. This increase reflects the substantial increase in revenues and the decrease in cost of revenues as percentage of revenues to $54 \%$ in 1996 from $68 \%$ in 1995. The provision for income taxes amounted to $\$ 545,000$, an effective rate of $40 \%$, in 1996. Net income was $\$ 807,000$ for the three months ended 1996 as compared to a net income of $\$ 680,000$ on 1995.

Revenues from the wholesale division increased $\$ 1,602,000$ to $\$ 7,155,000$ in 1996
from $\$ 5,553,000$ in 1995 and accounted for $89 \%$ and $87 \%$ of total revenues in 1996 and 1995, respectively. Cost of revenues as a percentage of revenues decreased to $56 \%$ in 1996 from $68 \%$ in 1995. Selling, general and administrative expenses increased by $108 \%$ to $\$ 1,976,000$ in 1996 from $\$ 952,000$
in 1995. Income from operations was $\$ 1,155,000$ in 1996 as compared to an income of $\$ 841,000$ in 1995. The increase in revenues, decrease in cost of revenues as a percentage of revenues and increase in selling, general and administrative expenses are due to the same factors discussed above.

Revenues from the Company's retail stores increased to $\$ 653,000$ in 1996 from $\$ 335,000$ in 1995 and accounted for $8 \%$ and $5 \%$ of total revenues in 1996 and 1995 , respectively. The increase in revenues is due to several factors. The increase in sales is due to increased acceptance of the "Steve Madden" brand name. The Company opened a second retail store in New York City, in October 1995 which earned revenues of $\$ 328,000$ for the three months ended March 31, 1996. The gross margin from the retail stores was $\$ 349,000$, or $54 \%$, and $\$ 149,000$, or $45 \%$, in 1996 and 1995 , respectively. The increase in gross margin percentage is due to increased sales volume, a second retail store opened in October 1995 and a lower per pair cost passed through the wholesale division. In addition, in 1996 the retail stores sold Steve Madden merchandise, which proved to be very popular, as well as other brands. Approximately $5 \%$ of the revenues earned by the retail stores are from sales of other brands. Selling, general and administrative expenses increased to $\$ 275,000$, or $42 \%$ of sales in 1996 from \$104,000, or $31 \%$ of sales in 1995. This increase is due to increase in payroll, payroll related expenses, occupancy, utilities, printing expenses and depreciation expenses. In December 1995, the Company sold Marlboro Leather division, and in 1st Quarter of 1995 revenue of the Marlboro Leather Division was \$472,000.

## LIQUIDITY AND CAPITAL RESOURCES

The Company has working capital of $\$ 16,410,000$ at March 31, 1996 which represents an increase of $\$ 10,942,000$ in working capital from March $31,1995$. Due to the increased profit in 1995 and first Quarter of 1996, management believes it can manage the Company's cash flow requirements through its current working capital. In addition, the exercise of Class "A" Warrants exercised proceeds of $\$ 8,879,000$ in January, 1996, has allowed the Company to eliminate the immediate need for outside financing and reduced the company's interest costs.

Of the approximately $\$ 15,220,000$ of proceeds from the initial public offering and Class "A" Warrants/Options exercised through March 1996, \$314,000 was used to repay indebtedness, $\$ 789,000$ was used to fund working capital, $\$ 5,500,000$ used to purchase goods and the Company has approximately $\$ 8,617,000$ remaining in temporary investments. The Company expects these funds will be used to expand the Company's product line, retail operations and sales force, enhance its advertising, acquisition of Diva International, inc. and for general working capital purposes. The Company hope to expand its retail division by opening or acquiring up to three additional retail stores by the end of 1996.

On April 1, 1996, the Company completed the previously announced
acquisition of Diva International, Inc., a privately held, New York-based footwear company that designs and markets women's fashion footwear under the brand-name "David Aaron." The purchase price was \$1,000,000 in cash and a subsequent payment of $\$ 1,400,000$ to be paid one year from the closing date of the merger. The subsequent payment may be made in cash or 186,000 shares of the Company's common stock. The purchase price may be adjusted based on the
audited net assets as of March 31, 1996 and the subsequent cash collections on Diva's accounts receivable. The "David Aaron" brand is sold through major retail department stores such as Bloomingdales, Nordstorm and Macy's.

The Company's customers consist principally of department stores and specialty stores, including shoe boutiques. Presently, the Company sells approximately sixty percent (60\%) of its products to department stores, including Federated Stores (Bloomingdales, Burdines, Macy's and Bullocks) and approximately forty percent (40\%) to specialty stores, including shoe boutiques. As a result of the merger between Federated Stores and R.H. Macy and Company, Federated Stores presently accounts for approximately $35 \%$ of the Company's sales. As a result, the loss of Federated Stores as a customer could have a material adverse effect on the Company's business.
$\$ 1,300,000$ of cash. The use of cash arose principally from an increase in inventory of $\$ 153,000$, an increase in accounts receivable-factored of $\$ 1,067,000$, an increase in accounts receivable-non factored of $\$ 552,000$, an increase of prepaid expenses and other assets $\$ 97,000$, decrease in accrued bonuses of $\$ 234,000$ and decrease in taxes on income of $\$ 98,000$ which were offset by an increase in accounts payable and accrued expenses of $\$ 28,000$. Inventory Purchases have increased considerably due to increased sales volume. In addition, the retail segment continues to grow which requires a larger quantity of inventory on hand.

On June 14, 1995, the Company renegotiated factoring agreement and extended it until July 1st, 1996. The amended agreement is renewable from year to year thereafter and provides for an interest rate of prime plus $1 \%$ with a $6 \%$ minimum rate. In addition, under the new agreement, the factor purchases approved receivables, thereby removing the Company's risk that receivables will not be collected.

The Company plans to utilize approximately $\$ 200,000$ of prepaid advertising in the quarter ended June 30, 1996.

In March, 1993, the company signed a lease for warehouse and retail space which expires in March 1998. In January, 1994, the Company signed a lease through May 1999, for a showroom in New York City. In November, 1994 the Company sublet the showroom space. In September, 1994, the Company signed a lease for additional office and warehouse space which expires in December 1997. In addition, on June 1995 the Company signed a lease for 4300 SQ. ft. of adjacent space which also expires in December 1997. In September 1995, Adesso-Madden, Inc. signed a lease for office space which expires in December 1998. In October 1995, the Company signed a one year lease for Florida office and warehouse space which expires on September 30,1996. In July 1995, the Company signed a lease for retail space which expires on July 31, 2007 and sublet part of the retail space. Commitments under such leases are $\$ 661,492$ in 1996.

The Company has lease agreements for office, warehouse, and retail space, expiring at various times through 2007. Future obligations under these lease agreements total $\$ 4,500,000$ with annual lease commitments ranging from $\$ 635,000$ in 1996 to $\$ 296,000$ in 2000.

The company has employment agreements with various officers currently providing for aggregate annual salaries of approximately $\$ 1,051,000$, subject to annual bonuses and annual increases as may be determined by the Company's Board of Directors. In addition, as part of the employment agreements, the Company is committed to pay incentive bonuses based on sales, net income, or net income before interest and taxes to three officers.

The Company continues to increase its supply of products from foreign manufacturers, the majority of which are located in Brazil and Mexico. Although the Company has not entered into long-term manufacturing contracts with any of these foreign companies, the Company believes that a sufficient number of alternative sources exist outside of the United States for the manufacture of its product, if current suppliers need to be replaced. In addition, because the Company deals in U.S. currency for all transactions and intends to continue to do so, the Company believes there will be no foreign exchange considerations.

## INVESTING ACTIVITIES

During the three month period ended March 31, 1996, the Company used cash of $\$ 55,000$ to acquire equipment and make leasehold improvements on new office, retail and warehouse space.

## FINANCING ACTIVITIES

During the three months period ending March 31, 1996, the Company received \$5,951,000 from Class "A" warrants exercised.

## INFLATION

The Company does not believe that inflation has had a material adverse effect on sales or income during the past several years. Increases in supplies or other operating costs could adversely affect the Company's operations; however, the Company believes it could increase prices to offset increases in costs of goods sold or other operating costs.

## SIGNATURE

Pursuant to the requirements of the Secutrities Exchange Act of 1934, the Registrant has duly caused this report on Form $10-$ QSB to be signed on its behalf by the undersigned thereunto duly authorized.

3-MOS
DEC-31-1996
JAN-01-1996
MAR-31-1996
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6,576,502
161, 000 1,466,586
17,852,292
45,844
21, 002, 096
1,442,662

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0
767
19,558,667
21, 002, 096
7,808,327
8,002,213
4, 327,306
4,327,306
2, 423,369
31,177
0
1,352, 197 545,000
807, 197
0
0
807,197
0.087
0.088

