

Borussia Dortmund GmbH & Co KGaA

Others - Germany



Buy (old: Buy)

31.01.2025

EUR 5.50 (old: EUR 5.50)

Final TV marketing distribution released; New HC incoming

Topic: Following the award of the domestic TV rights in December, where the DFL achieved a 2% increase compared to the previous cycle ([click here for update](#)), the Executive Committee of the DFL now unanimously adopted the mechanism for distributing the revenues from the 25/26-28/29 cycle. **In detail:**

Strengthened central marketing. € 50m of the total additional proceeds of € 80m will be used to finance growth projects that will benefit all clubs by strengthening the centrally marketed rights. Clubs will contribute to this in accordance with their respective share of the distribution key.

Fan and media relevance. Going forward, within the "interest" pillar, national TV ratings and the number of club members will be taken into account. This should ultimately **benefit BVB**, as the club is 2nd in both club members and TV ratings.

Solidarity. The annual solidarity payments to Bundesliga 2 clubs will increase from € 8.5m to € 10m. In addition, an amount of five million euros per season will be distributed to the Bundesliga clubs that do not play internationally, which will be financed from the DFL's international media revenue. This on the other hand will be slightly negative for BVB, as the club is likely going to play internationally in all seasons of the upcoming cycle.

Talent. The "young talent" pillar will be adjusted to give greater weighting to match appearances of young players trained in Germany. This should benefit BVB, as the club as renowned across Europe for its ability to develop talented, young players.

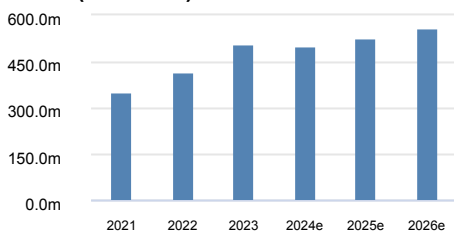
Overall, the changes to the distribution are only minor, which is why we continue to estimate an average increase in domestic media revenues for BVB of 2% going for the upcoming cycle.

UCL. Last Wednesday, BVB beat Shakhtar Donetsk in the last game of the league phase, which BVB finished in 10th position, meaning the club will play in the play-offs in February. Here, BVB will play against either Sporting Lisbon or Club Brugge (draw today at 12am). Both opponents should be seen as clear underdogs against Dortmund, which is why we continue to expect the club to reach the round of 16, where BVB would play against either Lille or Aston Villa. In our view, either of both teams should be beatable as well, thus providing a certain **upside to our current estimate** (round of 16). *-continued-*

Y/E 30.06 (EUR m)	2021/22	2022/23	2023/24	2024/25e	2025/26e	2026/27e
Sales	351.6	418.2	509.1	502.3	530.8	558.6
Sales growth	5.2%	18.9%	21.7%	-1.3%	5.7%	5.3%
EBITDA	80.8	123.2	150.3	120.0	141.8	146.4
Net debt (if net cash=0)	6.6	30.1	36.2	22.4	-12.8	-59.8
FCF	-16.1	-22.3	-4.3	20.4	41.9	53.5
Net Debt/EBITDA	0.1	0.2	0.2	0.2	0.0	0.0
EPS pro forma	-0.32	0.09	0.40	0.15	0.28	0.26
EBITDA margin	23.0%	29.5%	29.5%	23.9%	26.7%	26.2%
ROCE	-9.6%	5.5%	13.4%	4.4%	8.8%	7.8%
EV/sales	1.2	1.0	0.9	0.8	0.7	0.6
EV/EBITDA	5.0	3.5	2.9	3.5	2.7	2.3
PER	-11.4	41.8	9.0	24.1	12.8	13.9
Adjusted FCF yield	-7.6%	3.7%	9.6%	3.3%	7.3%	7.6%

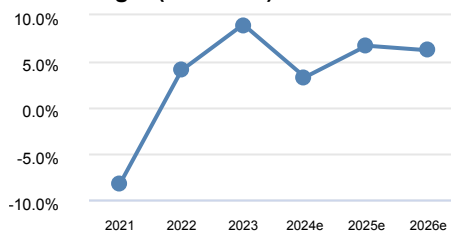
Source: Company data, NuWays, Close price as of 24.01.2025

Sales (2021-26e)



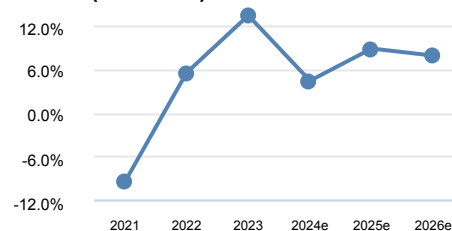
Source: NuWays Research

EBIT margin (2021-26e)



Source: NuWays Research

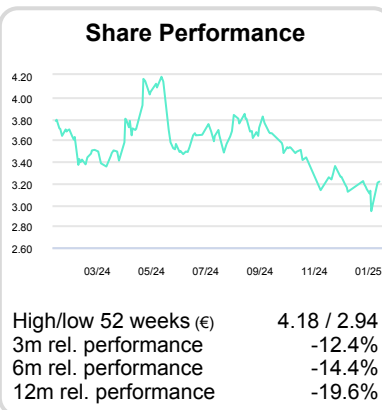
ROCE (2021-26e)



Source: NuWays Research

Company description

Borussia Dortmund operates a professional football club with a strong brand power and reputation in both national and international football. The main revenues are generated from sponsorship, ticketing, transfers and merchandising.



Market data

Share price (in €)	3.21
Market cap (in € m)	399.6
Number of shares (in m pcs)	110.4
Enterprise value (in € m)	386.8
Ø trading volume (6 months)	136,745

Identifier

Bloomberg	BVB GR
Reuters	BVB.DE
WKN	549309
ISIN	DE0005493092

Key shareholders

Bernd Geske	8.3%
Evonik Industries AG	8.2%
SIGNAL IDUNA	6.0%
PUMA SE	5.3%
Ralph Dommermuth Beteiligungen GmbH	5.0%
Free Float	67.2%

Estimates changes

	2024/25e	2025/26e	2026/27e
Sales	0%	0%	0%
EBIT	0%	0%	0%
EPS	0%	0%	0%

Comment on changes

Guidance

- Sales: € 503m
- EBITDA: € 110-120m
- FCF: € 21m

Borussia Dortmund GmbH & Co KGaA

Update - 31.01.2025



New head coach. Following Wednesday's match, CSO Lars Ricken confirmed, that Niko Kovac will become new head coach starting on Sunday. Kovac is not a blank slate in the Bundesliga, having coached Eintracht Frankfurt, Bayern Munich and Wolfsburg in the past. During his stints at Frankfurt and Munich, he was able to win two national cups as well as the one championship. In our view, clearly display his potential as a coach during his time in Frankfurt, while his jobs in Croatia, Munich, Monaco and Wolfsburg ended in him being sacked based on lack of success. Yet, especially in his first season with Monaco he had a point average of 2.05 and qualified for the UCL, which also has to be seen as a success. Overall, while Kovac might not seem as a perfect fit at first glance, he had successful periods in the past and has proven his ability to win titles. That being said, he certainly has the tools to exploit the high potential of the squad, which he can already prove in February, when BVB will play a total of six games (4x Bundesliga, 2x UCL).

Reiterate **BUY with an unchanged PT of € 5.50** based on DCF.

Financials

Profit and loss (EUR m)	2021/22	2022/23	2023/24	2024/25e	2025/26e	2026/27e
Net sales	351.6	418.2	509.1	502.3	530.8	558.6
<i>Sales growth</i>	5.2%	18.9%	21.7%	-1.3%	5.7%	5.3%
Increase/decrease in finished goods and work-in-process	0.0	0.0	0.0	0.0	0.0	0.0
Total sales	351.6	418.2	509.1	502.3	530.8	558.6
Other operating income	85.4	79.3	109.1	73.6	91.4	96.2
Material expenses	22.6	24.1	32.7	45.2	47.8	50.3
Personnel expenses	231.2	236.2	268.5	247.4	262.7	279.3
Other operating expenses	102.4	114.0	166.7	163.2	169.8	178.8
Total operating expenses	270.9	295.0	358.9	382.3	389.0	412.2
EBITDA	80.8	123.2	150.3	120.0	141.8	146.4
Depreciation	14.4	14.0	13.7	13.6	13.9	14.7
EBITA	66.3	109.3	136.6	106.4	127.8	131.7
Amortisation of goodwill	0.0	0.0	0.0	0.0	0.0	0.0
Amortisation of intangible assets	95.5	92.3	90.6	89.9	92.2	97.0
Impairment charges	0.0	0.0	0.0	0.0	0.0	0.0
EBIT (inc revaluation net)	-29.2	16.9	45.9	16.5	35.6	34.7
Interest income	0.7	0.0	8.0	5.0	5.3	5.6
Interest expenses	4.9	6.1	5.2	2.0	2.0	2.0
Investment income	0.0	0.0	0.0	0.0	0.0	0.0
Financial result	-4.2	-6.1	2.7	3.0	3.3	3.6
Recurring pretax income from continuing operations	-33.4	10.8	48.6	19.5	38.9	38.3
Extraordinary income/loss	0.0	0.0	0.0	0.0	0.0	0.0
Earnings before taxes	-33.4	10.8	48.6	19.5	38.9	38.3
Income tax expense	1.7	1.2	4.3	2.9	7.8	9.6
Net income from continuing operations	-35.1	9.6	44.3	16.6	31.1	28.7
Income from discontinued operations (net of tax)	0.0	0.0	0.0	0.0	0.0	0.0
Net income	-35.1	9.6	44.3	16.6	31.1	28.7
Minority interest	0.0	0.0	0.0	0.0	0.0	0.0
Net profit (reported)	-35.1	9.6	44.3	16.6	31.1	28.7
Average number of shares	110.4	110.4	110.4	110.4	110.4	110.4
EPS reported	-0.32	0.09	0.40	0.15	0.28	0.26

Profit and loss (common size)	2021/22	2022/23	2023/24	2024/25e	2025/26e	2026/27e
Net sales	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Sales growth</i>	5.2%	18.9%	21.7%	-1.3%	5.7%	5.3%
Increase/decrease in finished goods and work-in-process	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total sales	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Other operating income	24.3%	19.0%	21.4%	14.6%	17.2%	17.2%
Material expenses	6.4%	5.8%	6.4%	9.0%	9.0%	9.0%
Personnel expenses	65.8%	56.5%	52.7%	49.3%	49.5%	50.0%
Other operating expenses	29.1%	27.3%	32.8%	32.5%	32.0%	32.0%
Total operating expenses	77.0%	70.5%	70.5%	76.1%	73.3%	73.8%
EBITDA	23.0%	29.5%	29.5%	23.9%	26.7%	26.2%
Depreciation	4.1%	3.3%	2.7%	2.7%	2.6%	2.6%
EBITA	18.9%	26.1%	26.8%	21.2%	24.1%	23.6%
Amortisation of goodwill	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Amortisation of intangible assets	27.2%	22.1%	17.8%	17.9%	17.4%	17.4%
Impairment charges	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
EBIT (inc revaluation net)	-8.3%	4.0%	9.0%	3.3%	6.7%	6.2%
Interest income	0.2%	0.0%	1.6%	1.0%	1.0%	1.0%
Interest expenses	1.4%	1.5%	1.0%	0.4%	0.4%	0.4%
Investment income	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Financial result	neg.	neg.	0.5%	0.6%	0.6%	0.6%
Recurring pretax income from continuing operations	-9.5%	2.6%	9.6%	3.9%	7.3%	6.8%
Extraordinary income/loss	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Earnings before taxes	-9.5%	2.6%	9.6%	3.9%	7.3%	6.8%
Tax rate	-5.1%	11.4%	8.9%	15.0%	20.0%	25.0%
Net income from continuing operations	-10.0%	2.3%	8.7%	3.3%	5.9%	5.1%
Income from discontinued operations (net of tax)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Net income	-10.0%	2.3%	8.7%	3.3%	5.9%	5.1%
Minority interest	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Net profit (reported)	-10.0%	2.3%	8.7%	3.3%	5.9%	5.1%

Source: Company data, NuWays

Balance sheet (EUR m)	2021/22	2022/23	2023/24	2024/25e	2025/26e	2026/27e
Intangible assets	124.4	169.7	184.1	184.1	184.1	174.4
Property, plant and equipment	172.5	182.3	198.3	198.3	198.3	198.3
Financial assets	0.7	0.5	0.6	0.6	0.6	0.6
FIXED ASSETS	297.6	352.4	382.9	382.9	382.9	373.2
Inventories	4.4	5.4	5.3	5.2	5.5	5.8
Accounts receivable	105.4	125.5	178.0	172.0	181.8	191.3
Other assets and short-term financial assets	24.0	11.0	9.1	9.1	9.1	9.1
Liquid assets	10.6	4.5	4.4	18.2	53.4	100.3
Deferred taxes	0.0	0.0	0.0	0.0	0.0	0.0
Deferred charges and prepaid expenses	13.1	13.0	10.0	10.0	10.0	10.0
CURRENT ASSETS	157.5	159.4	206.8	214.5	259.8	316.6
TOTAL ASSETS	455.1	511.8	589.7	597.5	642.8	689.8

SHAREHOLDERS EQUITY	280.5	282.7	327.0	343.4	380.9	420.3
MINORITY INTEREST	0.0	0.0	0.0	0.0	0.0	0.0
Long-term liabilities to banks	0.0	8.8	26.1	26.1	26.1	26.1
Bonds (long-term)	0.0	0.0	0.0	0.0	0.0	0.0
other interest-bearing liabilities	17.2	13.0	11.9	11.9	11.9	11.9
Provisions for pensions and similar obligations	0.0	0.0	0.0	0.0	0.0	0.0
Other provisions and accrued liabilities	0.0	0.0	1.0	1.0	1.0	1.0
NON-CURRENT LIABILITIES	17.2	21.8	38.9	38.9	38.9	38.9
Short-term liabilities to banks	0.0	12.8	2.6	2.6	2.6	2.6
Accounts payable	98.5	132.9	146.2	137.6	145.4	153.1
Advance payments received on orders	0.0	0.0	0.0	0.0	0.0	0.0
Accrued taxes	0.0	0.0	0.0	0.0	0.0	0.0
Other liabilities (incl. from lease and rental contracts)	38.9	37.4	48.9	48.9	48.9	48.9
Deferred taxes	0.0	1.1	5.4	5.4	5.4	5.4
Deferred income	19.9	23.2	20.6	20.6	20.6	20.6
CURRENT LIABILITIES	157.4	207.3	223.7	215.1	222.9	230.6
TOTAL LIABILITIES AND SHAREHOLDERS EQUITY	455.1	511.8	589.7	597.5	642.8	689.8

Balance sheet (common size)	2021/22	2022/23	2023/24	2024/25e	2025/26e	2026/27e
Intangible assets	27.3%	33.1%	31.2%	30.8%	28.6%	25.3%
Property, plant and equipment	37.9%	35.6%	33.6%	33.2%	30.8%	28.7%
Financial assets	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%
FIXED ASSETS	65.4%	68.9%	64.9%	64.1%	59.6%	54.1%
Inventories	1.0%	1.1%	0.9%	0.9%	0.9%	0.8%
Accounts receivable	23.2%	24.5%	30.2%	28.8%	28.3%	27.7%
Other assets and short-term financial assets	5.3%	2.2%	1.5%	1.5%	1.4%	1.3%
Liquid assets	2.3%	0.9%	0.7%	3.0%	8.3%	14.5%
Deferred taxes	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Deferred charges and prepaid expenses	2.9%	2.5%	1.7%	1.7%	1.6%	1.5%
CURRENT ASSETS	34.6%	31.1%	35.1%	35.9%	40.4%	45.9%
TOTAL ASSETS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

SHAREHOLDERS EQUITY	61.6%	55.2%	55.5%	57.5%	59.3%	60.9%
MINORITY INTEREST	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Long-term liabilities to banks	0.0%	1.7%	4.4%	4.4%	4.1%	3.8%
Bonds (long-term)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
other interest-bearing liabilities	3.8%	2.5%	2.0%	2.0%	1.8%	1.7%
Provisions for pensions and similar obligations	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other provisions and accrued liabilities	0.0%	0.0%	0.2%	0.2%	0.2%	0.1%
NON-CURRENT LIABILITIES	3.8%	4.3%	6.6%	6.5%	6.1%	5.6%
Short-term liabilities to banks	0.0%	2.5%	0.4%	0.4%	0.4%	0.4%
Accounts payable	21.7%	26.0%	24.8%	23.0%	22.6%	22.2%
Advance payments received on orders	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Accrued taxes	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other liabilities (incl. from lease and rental contracts)	8.5%	7.3%	8.3%	8.2%	7.6%	7.1%
Deferred taxes	0.0%	0.2%	0.9%	0.9%	0.8%	0.8%
Deferred income	4.4%	4.5%	3.5%	3.5%	3.2%	3.0%
CURRENT LIABILITIES	34.6%	40.5%	37.9%	36.0%	34.7%	33.4%
TOTAL LIABILITIES AND SHAREHOLDERS EQUITY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Company data, NuWays

Cash flow statement (EUR m)	2021/22	2022/23	2023/24	2024/25e	2025/26e	2026/27e
Net profit/loss	-35.1	9.6	44.3	16.6	31.1	28.7
Depreciation of fixed assets (incl. leases)	14.4	14.0	13.7	13.6	13.9	14.7
Amortisation of goodwill & intangible assets	95.5	92.3	90.6	89.9	92.2	97.0
Other costs affecting income / expenses	25.7	-74.6	-62.4	-70.0	-70.0	-70.0
Cash flow from operating activities	-74.9	-51.9	-57.1	-56.0	-41.1	-43.5
Increase/decrease in inventory	2.4	-1.0	0.2	0.1	-0.3	-0.3
Increase/decrease in accounts receivable	-65.0	-20.1	-52.5	6.0	-9.8	-9.5
Increase/decrease in accounts payable	-2.8	34.3	13.4	-8.6	7.8	7.6
Increase/decrease in other working capital positions	0.0	0.0	0.0	0.0	0.0	0.0
Increase/decrease in working capital	-65.5	13.2	-39.0	-2.6	-2.2	-2.2
Cash flow from operating activities	35.1	54.4	47.2	47.5	65.0	68.2
CAPEX	81.1	147.9	140.0	103.5	106.2	102.0
Payments for acquisitions	0.0	0.0	0.0	0.0	0.0	0.0
Financial investments	0.2	0.0	0.1	0.0	0.0	0.0
Income from asset disposals	30.0	71.1	88.5	76.4	83.0	87.3
Cash flow from investing activities	-51.4	-76.8	-51.6	-27.1	-23.2	-14.7
Cash flow before financing	-16.3	-22.3	-4.4	13.8	35.2	46.9
Increase/decrease in debt position	-61.3	16.2	7.1	0.0	0.0	0.0
Purchase of own shares	0.0	0.0	0.0	0.0	0.0	0.0
Capital measures	86.5	0.0	0.0	0.0	0.0	0.0
Dividends paid	0.0	0.0	0.0	6.6	6.6	6.6
Others	0.0	0.0	-2.8	0.0	0.0	0.0
Effects of exchange rate changes on cash	0.0	0.0	0.0	0.0	0.0	0.0
Cash flow from financing activities	25.1	16.2	4.3	-6.6	-6.6	-6.6
Increase/decrease in liquid assets	8.8	-6.1	-0.1	13.8	35.2	46.9
Liquid assets at end of period	10.6	4.5	4.4	18.2	53.4	100.3

Key ratios (EUR m)	2021/22	2022/23	2023/24	2024/25e	2025/26e	2026/27e
P&L growth analysis						
Sales growth	5.2%	18.9%	21.7%	-1.3%	5.7%	5.3%
EBITDA growth	107.3%	52.6%	21.9%	-20.1%	18.1%	3.3%
EBIT growth	-59.5%	-158.0%	171.6%	-64.0%	115.6%	-2.6%
EPS growth	-51.8%	-127.2%	363.9%	-62.6%	87.6%	-7.8%
Efficiency						
Sales per employee	387.1	456.6	546.0	528.7	547.2	564.3
EBITDA per employee	88.9	134.5	161.1	126.3	146.2	147.9
No. employees (average)	908	916	932	950	970	990
Balance sheet analysis						
Avg. working capital / sales	-6.1%	1.1%	3.4%	7.6%	7.7%	7.7%
Inventory turnover (sales/inventory)	79.6	76.8	96.2	96.2	96.2	96.2
Accounts receivable turnover	109.4	109.5	127.6	125.0	125.0	125.0
Accounts payable turnover	102.3	116.0	104.8	100.0	100.0	100.0
Cash flow analysis						
Free cash flow	-16.1	-22.3	-4.3	20.4	41.9	53.5
Free cash flow/sales	-4.6%	-5.3%	-0.8%	4.1%	7.9%	9.6%
FCF / net profit	45.9%	neg.	neg.	123.3%	134.5%	186.6%
Capex / sales	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Solvency						
Net debt	6.6	30.1	36.2	22.4	-12.8	-59.8
Net Debt/EBITDA	0.1	0.2	0.2	0.2	0.0	0.0
Dividend payout ratio	0.0%	0.0%	14.9%	39.9%	21.3%	23.1%
Interest paid / avg. debt	10.3%	23.7%	13.9%	5.0%	5.0%	5.0%
Returns						
ROCE	-9.6%	5.5%	13.4%	4.4%	8.8%	7.8%
ROE	-12.5%	3.4%	13.5%	4.8%	8.2%	6.8%
Adjusted FCF yield	-7.6%	3.7%	9.6%	3.3%	7.3%	7.6%
Dividend yield	0.0%	0.0%	1.7%	1.7%	1.7%	1.7%
DPS	0.0	0.0	0.1	0.1	0.1	0.1
EPS reported	-0.32	0.09	0.40	0.15	0.28	0.26
Average number of shares	110.4	110.4	110.4	110.4	110.4	110.4
Valuation ratios						
P/BV	1.4	1.4	1.2	1.2	1.0	1.0
EV/sales	1.2	1.0	0.9	0.8	0.7	0.6
EV/EBITDA	5.0	3.5	2.9	3.5	2.7	2.3
EV/EBIT	-13.9	25.4	9.5	25.5	10.9	9.8

Source: Company data, NuWays

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Company	Disclosures
Borussia Dortmund GmbH & Co KGaA	2

Historical target price and rating changes for Borussia Dortmund GmbH & Co KGaA

Company	Date	Analyst	Rating	Target Price	Close
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According to Article 4(1) No. i of the delegated regulation 2016/958 supplementing regulation 596/2014 of the European Parliament, further information regarding investment recommendations of the last 12 months are published under: www.nuways-ag.com

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