

Borussia Dortmund GmbH & Co KGaA

Others - Germany



by Hauck Aufhäuser Lampe

Buy (old: Buy)

17.03.2025

EUR 5.20 (old: EUR 5.50)

No Kovac effect so far but UCL quarterfinal spot secured; chg.

Thanks to a 2-1 away victory in the second leg of the UCL round of 16 against Lille, **BVB secured a spot in the 2024/25 UCL quarterfinals**. Here, **the team will face Hansi Flick's FC Barcelona**, a matchup which should see BVB as the clear underdog. Yet, BVB has shown in the past, especially during last season's knock-out stage, that the team is able to compete with and even eliminate seemingly stronger opponents as well.

By reaching the quarterfinals, **BVB also secured another € 12.5m in UEFA prize money** as well as an additional home game. Especially the prize money should not just **push FY24/25 top- but also significantly the bottom-line**, as despite bonus payments to players, de facto no incremental costs are incurred. Should the team be able to eliminate Barcelona and reach the semifinals, the company would generate another € 15m prize money as well as a further home game. Here, the team would face either Bayern Munich or Inter Milan.

Rough Bundesliga performance. Following two consecutive Bundesliga victories (1st time this season), BVB lost its home game against Augsburg the week before and now lost their away game at Leipzig, leaving the team in 11th place, 10 points behind the top 4. Mind you, a top 4 finish is needed to qualify for the upcoming UCL season, while positions 5-6 allow for UEFA Europa League (UEL) qualification and position 7 results in participation in the UEFA Europa Conference League (UECL). Currently BVB is 4 points behind 6th and 3 points behind 7th. The only other option to qualify for the UCL is to win the current competition.

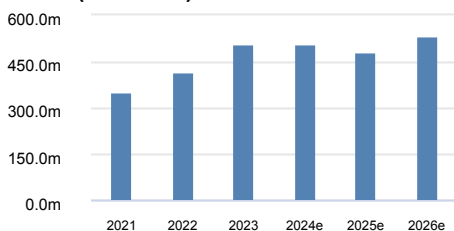
Should BVB not qualify for an international competition or qualify for either UEL or UECL, this would imply significantly lower UEFA prize money payments. While the overall prize money in the UCL is € 2.44bn, it is only € 565m in the UEL and € 285m in the UECL. According to our calculations, BVB would generate € 78m in a UCL season (round of 16), while the amount would be only € 23m in the UEL (quarterfinals) and only € 14m in the UECL (semifinals).

As it is becoming increasingly unlikely for the club to reach the top 4, we have adjusted our estimates by taking into account the probabilities of reaching the UCL, UEL, UECL, or no international competition at all, using the corresponding expected value. - *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	511.8	482.5	532.4
Sales growth	5.2%	18.9%	21.7%	0.5%	-5.7%	10.3%
EBITDA	80.8	123.2	150.3	117.0	116.8	134.2
Net debt (if net cash=0)	6.6	30.1	36.2	25.1	5.5	-28.8
FCF	-16.1	-22.3	-4.3	17.7	26.2	40.9
Net Debt/EBITDA	0.1	0.2	0.2	0.2	0.0	0.0
EPS pro forma	-0.32	0.09	0.40	0.16	0.17	0.27
EBITDA margin	23.0%	29.5%	29.5%	22.9%	24.2%	25.2%
ROCE	-9.6%	5.5%	13.4%	4.8%	5.2%	8.6%
EV/sales	1.2	1.0	0.9	0.8	0.8	0.7
EV/EBITDA	5.0	3.5	2.9	3.6	3.5	2.8
PER	-11.4	41.8	9.0	22.4	21.6	13.7
Adjusted FCF yield	-7.6%	3.7%	9.6%	3.5%	3.9%	7.1%

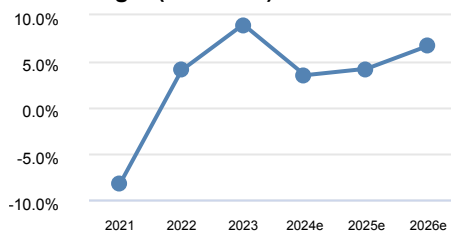
Source: Company data, NuWays, Close price as of 13.03.2025

Sales (2021-26e)



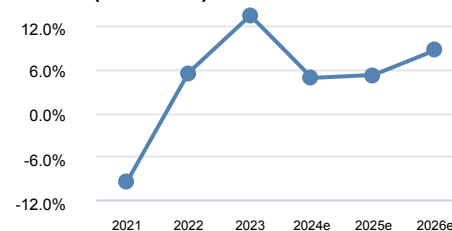
Source: NuWays Research

EBIT margin (2021-26e)



Source: NuWays Research

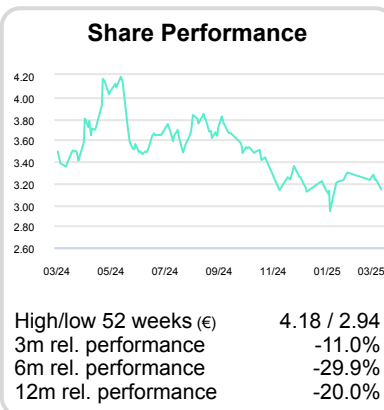
ROCE (2021-26e)



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 €)	3.13
Market cap (in € m)	399.6
Number of shares (in m pcs)	110.4
Enterprise value (in € m)	405.1
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	5%	-7%	-2%
EBIT	25%	-41%	-2%
EPS	22%	-39%	-2%

- ### Comment on changes
- Changes take into account possibility of not qualifying for the UCL as well as the FIFA CWC prize money.
 - We further finetuned our estimates.

Guidance

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

Borussia Dortmund GmbH & Co KGaA

Update - 17.03.2025

On the other hand, FIFA finally put out a prize money figure for the FIFA CWC this summer, while still not providing distribution details. Overall prize money will amount to \$ 1bn, implying an average sum of \$ 31.3m per participant. Thus, we conservatively estimate BVB to receive this average value. As the tournament crosses FY24/25 and FY25/26, we attributed half the amount towards this year's P&L estimate and the other half into the next year. Mind you, this is still leaving upside, as BVB is seen as the clear favorite in their group (details [here](#)) and could potentially be set for a deep knock-out stage run.

While the short-term outlook might be rather muted, the club remains one of the top-teams in Europe based on the strategic fundamentals built over the last 15 years. Even if the team would miss out on 2025/26 UCL qualification, we are certain that it will jump back the next season based on a highly talented squad. Also, the new coach might need the summer break to adjust the squad according to his wishes.

We reiterate our **BUY** recommendation with a new **PT of € 5.20** (old: € 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	511.8	482.5	532.4
<i>Sales growth</i>	5.2%	18.9%	21.7%	0.5%	-5.7%	10.3%
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	511.8	482.5	532.4
Other operating income	85.4	79.3	109.1	71.9	83.0	91.6
Material expenses	22.6	24.1	32.7	39.0	43.4	47.9
Personnel expenses	231.2	236.2	268.5	261.4	250.9	271.5
Other operating expenses	102.4	114.0	166.7	166.3	154.4	170.4
Total operating expenses	270.9	295.0	358.9	394.8	365.7	398.2
EBITDA	80.8	123.2	150.3	117.0	116.8	134.2
Depreciation	14.4	14.0	13.7	13.0	12.7	12.9
EBITA	66.3	109.3	136.6	104.0	104.1	121.3
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	86.1	83.8	85.6
Impairment charges	0.0	0.0	0.0	0.0	0.0	0.0
EBIT (inc revaluation net)	-29.2	16.9	45.9	17.9	20.3	35.7
Interest income	0.7	0.0	8.0	5.1	4.8	5.3
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	3.1	2.8	3.3
Recurring pretax income from continuing operations	-33.4	10.8	48.6	21.0	23.1	39.0
Extraordinary income/loss	0.0	0.0	0.0	0.0	0.0	0.0
Earnings before taxes	-33.4	10.8	48.6	21.0	23.1	39.0
Income tax expense	1.7	1.2	4.3	3.2	4.6	9.8
Net income from continuing operations	-35.1	9.6	44.3	17.9	18.5	29.3
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	17.9	18.5	29.3
Minority interest	0.0	0.0	0.0	0.0	0.0	0.0
Net profit (reported)	-35.1	9.6	44.3	17.9	18.5	29.3
Average number of shares	110.4	110.4	110.4	110.4	110.4	110.4
EPS reported	-0.32	0.09	0.40	0.16	0.17	0.27

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%	0.5%	-5.7%	10.3%
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%	14.1%	17.2%	17.2%
Material expenses	6.4%	5.8%	6.4%	7.6%	9.0%	9.0%
Personnel expenses	65.8%	56.5%	52.7%	51.1%	52.0%	51.0%
Other operating expenses	29.1%	27.3%	32.8%	32.5%	32.0%	32.0%
Total operating expenses	77.0%	70.5%	70.5%	77.1%	75.8%	74.8%
EBITDA	23.0%	29.5%	29.5%	22.9%	24.2%	25.2%
Depreciation	4.1%	3.3%	2.7%	2.5%	2.6%	2.4%
EBITA	18.9%	26.1%	26.8%	20.3%	21.6%	22.8%
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%	16.8%	17.4%	16.1%
Impairment charges	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
EBIT (inc revaluation net)	-8.3%	4.0%	9.0%	3.5%	4.2%	6.7%
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%	4.1%	4.8%	7.3%
Extraordinary income/loss	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Earnings before taxes	-9.5%	2.6%	9.6%	4.1%	4.8%	7.3%
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%	3.5%	3.8%	5.5%
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%	3.5%	3.8%	5.5%
Minority interest	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Net profit (reported)	-10.0%	2.3%	8.7%	3.5%	3.8%	5.5%

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	175.5
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	374.4
Inventories	4.4	5.4	5.3	5.3	5.0	5.5
Accounts receivable	105.4	125.5	178.0	175.3	165.2	182.3
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	15.5	35.1	69.4
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	215.2	224.5	276.3
TOTAL ASSETS	455.1	511.8	589.7	598.1	607.4	650.7

SHAREHOLDERS EQUITY	280.5	282.7	327.0	341.4	358.8	388.4
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	140.2	132.2	145.9
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	217.7	209.7	223.4
TOTAL LIABILITIES AND SHAREHOLDERS EQUITY	455.1	511.8	589.7	598.1	607.4	650.7

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%	30.3%	27.0%
Property, plant and equipment	37.9%	35.6%	33.6%	33.1%	32.6%	30.5%
Financial assets	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%
FIXED ASSETS	65.4%	68.9%	64.9%	64.0%	63.0%	57.5%
Inventories	1.0%	1.1%	0.9%	0.9%	0.8%	0.9%
Accounts receivable	23.2%	24.5%	30.2%	29.3%	27.2%	28.0%
Other assets and short-term financial assets	5.3%	2.2%	1.5%	1.5%	1.5%	1.4%
Liquid assets	2.3%	0.9%	0.7%	2.6%	5.8%	10.7%
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%	1.7%	1.5%
CURRENT ASSETS	34.6%	31.1%	35.1%	36.0%	37.0%	42.5%
TOTAL ASSETS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

SHAREHOLDERS EQUITY	61.6%	55.2%	55.5%	57.1%	59.1%	59.7%
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%	4.3%	4.0%
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%	2.0%	1.8%
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%	0.2%
NON-CURRENT LIABILITIES	3.8%	4.3%	6.6%	6.5%	6.4%	6.0%
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%	23.4%	21.8%	22.4%
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%	8.0%	7.5%
Deferred taxes	0.0%	0.2%	0.9%	0.9%	0.9%	0.8%
Deferred income	4.4%	4.5%	3.5%	3.5%	3.4%	3.2%
CURRENT LIABILITIES	34.6%	40.5%	37.9%	36.4%	34.5%	34.3%
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	17.9	18.5	29.3
Depreciation of fixed assets (incl. leases)	14.4	14.0	13.7	13.0	12.7	12.9
Amortisation of goodwill & intangible assets	95.5	92.3	90.6	86.1	83.8	85.6
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	-55.4	-49.2	-44.7
Increase/decrease in inventory	2.4	-1.0	0.2	-0.0	0.3	-0.5
Increase/decrease in accounts receivable	-65.0	-20.1	-52.5	2.7	10.0	-17.1
Increase/decrease in accounts payable	-2.8	34.3	13.4	-6.0	-8.0	13.7
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	-3.3	2.3	-3.9
Cash flow from operating activities	35.1	54.4	47.2	43.7	47.3	53.8
CAPEX	81.1	147.9	140.0	99.1	96.5	89.9
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	73.2	75.4	77.0
Cash flow from investing activities	-51.4	-76.8	-51.6	-25.9	-21.1	-12.9
Cash flow before financing	-16.3	-22.3	-4.4	11.1	19.6	34.3
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	11.1	19.6	34.3
Liquid assets at end of period	10.6	4.5	4.4	15.5	35.1	69.4

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%	0.5%	-5.7%	10.3%
EBITDA growth	107.3%	52.6%	21.9%	-22.1%	-0.2%	14.9%
EBIT growth	-59.5%	-158.0%	171.6%	-60.9%	13.2%	75.8%
EPS growth	-51.8%	-127.2%	363.9%	-59.6%	3.4%	58.3%
Efficiency						
Sales per employee	387.1	456.6	546.0	538.8	497.4	537.7
EBITDA per employee	88.9	134.5	161.1	123.2	120.4	135.6
No. employees (average)	908	916	932	950	970	990
Balance sheet analysis						
Avg. working capital / sales	-6.1%	1.1%	3.4%	7.6%	8.1%	7.5%
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	17.7	26.2	40.9
Free cash flow/sales	-4.6%	-5.3%	-0.8%	3.5%	5.4%	7.7%
FCF / net profit	45.9%	neg.	neg.	99.2%	141.9%	139.7%
Capex / sales	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Solvency						
Net debt	6.6	30.1	36.2	25.1	5.5	-28.8
Net Debt/EBITDA	0.1	0.2	0.2	0.2	0.0	0.0
Dividend payout ratio	0.0%	0.0%	14.9%	37.0%	35.8%	22.6%
Interest paid / avg. debt	10.3%	23.7%	13.9%	5.0%	5.0%	5.0%
Returns						
ROCE	-9.6%	5.5%	13.4%	4.8%	5.2%	8.6%
ROE	-12.5%	3.4%	13.5%	5.2%	5.2%	7.5%
Adjusted FCF yield	-7.6%	3.7%	9.6%	3.5%	3.9%	7.1%
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	0.16	0.17	0.27
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	1.1	1.0
EV/sales	1.2	1.0	0.9	0.8	0.8	0.7
EV/EBITDA	5.0	3.5	2.9	3.6	3.5	2.8
EV/EBIT	-13.9	25.4	9.5	23.7	19.9	10.4

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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