# Global Fashion Group S.A.

Consumer Goods - Germany

**Buy** (Initiation) 08.05.2025

**EUR 0.80** (Initiation)

## Turnaround play in global fashion, Initiate GFG with BUY

Emerging markets are poised for growth in online fashion, driven by a young, tech-savvy population that is growing at a rate faster than the global average. With GDP growth expected to outpace that of developed economies, an emerging middle class is gaining purchasing power, while online penetration, though still relatively low, is rapidly increasing. These dynamic trends set the stage for **significant, mid-term growth opportunities** in the online fashion sector.

Here, **Global Fashion Group (GFG)**, a global fashion marketplace and retailer, connects global and local partner brands to more than 800m consumers. In doing so, GFG is the only pure online fashion-focussed platform of scale in its respective markets, combining the advantages of a global scale with deep local expertise and data-driven operations. It operates under its **three well recognized local brands**: "**Dafiti**" in LATAM, "**ZALORA**" in SEA and "**THE ICONIC**" in ANZ. The assortment reflects a combination of retail (61% of NMV) and the asset-light and growing marketplace business (39% of NMV), which serves as a flexible business model for partner brands and incurs no inventory risk and higher margins for GFG.

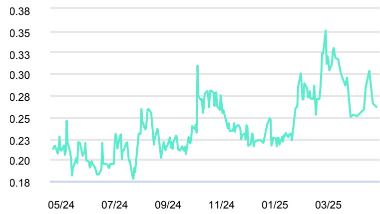
Having been burdened by a lacklustre consumer sentiment over the past years, a **turnaround is soon to materialize**. The comfortable gross margin of 45% (FY'24) looks set to improve further thanks to an ongoing shift towards the asset-light Marketplace business model. Additionally, GFG continues to face underutilization of its fulfilment capacity (c. 57% in FY'24, eNuW). However, based on an optimistic consumer sentiment outlook in GFG's key regions, we anticipate growth to return as early as FY'26e. Thanks to operating leverage (due to high fixed costs in fulfilment and G&A), the adjusted EBITDA should improve significantly. As GFG's solid working capital management (neg. € 56m NWC in FY'24) comes with a negative 70 days cash conversion cycle, a return to growth should also lead to disproportionately improving cash generation.

**With € 156m of net cash** (Y/E'24), the market currently values GFG with a negative EV of € 95m. In light of a materialising turnaround and positive cash generation visible on the horizon, we regard the stock as mispriced. Hence, we recommend to **BUY and initiate GFG with a PT of € 0.80**, based on DCF.

| Y/E 31.12 (EUR m) | 2022 | 2023 | 2024 | 2025e | 2026e | 2027e |
|---|---|---|---|---|---|---|
| Sales | 1,069.2 | 838.0 | 743.5 | 724.0 | 744.9 | 784.0 |
| Sales growth | 3.2% | -21.6% | -11.3% | -2.6% | 2.9% | 5.3% |
| Adj. EBITDA | -42.3 | -58.3 | -20.5 | 0.2 | 10.3 | 21.9 |
| Net debt (if net cash=0) | -281.0 | -209.3 | -155.7 | -117.1 | -104.3 | -107.9 |
| FCF | 70.0 | -49.5 | -18.8 | -40.9 | -12.8 | 3.6 |
| Net Debt/EBITDA | 3.1 | 1.7 | 6.5 | 41.2 | -12.6 | -4.9 |
| EPS pro forma | -0.89 | -0.80 | -0.37 | -0.26 | -0.21 | -0.14 |
| Adj. EBITDA margin | -4.0% | -7.0% | -2.8% | 0.0% | 1.4% | 2.8% |
| ROCE | -14.8% | -24.4% | -17.2% | -17.2% | -14.6% | -10.7% |
| EV/sales | -0.2 | -0.2 | -0.1 | -0.1 | -0.0 | -0.0 |
| EV/adj. EBITDA | n.a. | n.a. | n.a. | n.a. | n.a. | n.a. |
| PER | -0.3 | -0.3 | -0.7 | -1.0 | -1.3 | -1.9 |
| Adjusted FCF yield | -146.1% | 177.6% | 60.9% | 69.4% | 63.4% | 43.0% |

Source: Company data, NuWays, Close price as of 06.05.2025

### Share Performance




| | |
|---|---|
| High/low 52 weeks (€) | 0.35 / 0.18 |
| 3m rel. performance | -20.6% |
| 6m rel. performance | -28.1% |
| 12m rel. performance | 8.9% |

### Market data

| | |
|---|---|
| Share price (in €) | 0.26 |
| Market cap (in € m) | 58.7 |
| Number of shares (in m pcs) | 225.6 |
| Enterprise value (in € m) | -42.3 |
| Ø trading volume (6 months) | 49,000 |

### Identifier

| | |
|---|---|
| Bloomberg | GFG GR |
| Reuters | GFG.DE |
| WKN | A2PLUG |
| ISIN | LU2010095458 |

### Key shareholders

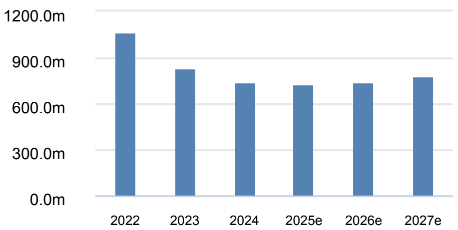
| | |
|---|---|
| Kinnevik | 35.1% |
| Rocket Internet | 23.4% |
| Treasury shares | 0.1% |
| Free Float | 41.4% |

### Estimates changes

| | 2025e | 2026e | 2027e |
|---|---|---|---|
| Sales | 0.0 | 0.0 | 0.0 |
| EBIT | 0.0 | 0.0 | 0.0 |
| EPS | 0.0 | 0.0 | 0.0 |

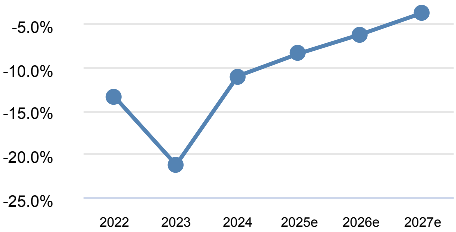
### Comment on changes

### Sales (2022-27e)



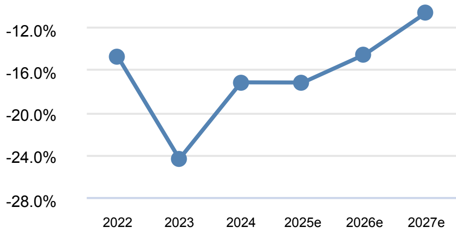

Source: NuWays Research

### EBIT margin (2022-27e)




Source: NuWays Research

### ROCE (2022-27e)




Source: NuWays Research

### Company description

The Global Fashion Group (GFG) is a leading online fashion platform in emerging markets, offering apparel, footwear, and accessories. Focused on Latin America, Southeast Asia, and ANZ, GFG connects global brands with local customers.

### Guidance

- FY'25 NMV: -5% to +5% yoy
- FY'25 adj. EBITDA: breakeven

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## Introducing GFG

Global Fashion Group (GFG) is a global fashion marketplace and retailer, active in attractive, emerging and developed markets, which are grouped by the company's three segments: LATAM, SEA and ANZ, covering c. 10% of the world's population.

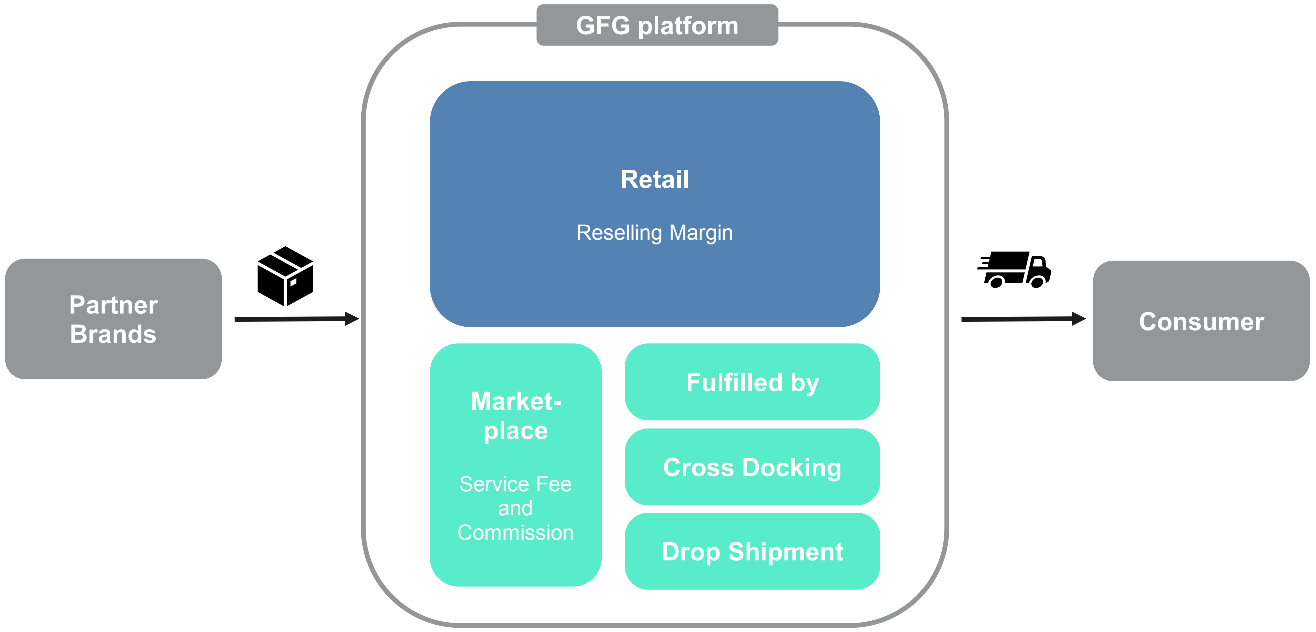
By operating globally, while maintaining a strong local foothold at the same time, GFG combines the benefits of both as it has become one of the leading online fashion platform of scale in each respective market.

Although each of the three active markets has unique characteristics, the business operations are very similar: GFG offers a broad assortment of fashionable clothing and lifestyle products, which are sourced from the brands in two distinct ways:

(1) Retail (61% of NMV) where GFG owns the inventory and sells it directly to the customer, and

(2) Marketplace (39% of NMV), where GFG enables brand partners to list on its platforms and provides relevant fulfilment services, without GFG owning the inventory.

**GFG's platform business model**




Source: NuWays

Moreover, GFG also offers their partner brands their know-how and platform expertise by offering the following solutions in each of the three markets: (1) Operations by GFG, (2) Marketing by GFG and (3) Data by GFG. While this does not make up significant revenues, it nevertheless highlights the partner brands' trust and long-lasting relationships with GFG as a strategic eCommerce partner.

GFG focuses on three geographic regions:

- In **LATAM** (Latin America, 28% of NMV) GFG is present under the brand "dafiti" in Brazil and Colombia.
- In **SEA** (Southeast Asia, 25% of NMV) GFG is present under the brand "ZALORA" in Indonesia, Philippines, Singapore, Malaysia, and Hong Kong.
- In **ANZ** (Australia & New Zealand, 47% of NMV): GFG is present under the brand "THE ICONIC".

| Segments | LATAM | SEA | ANZ | Group* |
|---|---|---|---|---|
| Brand | dafiti | ZALORA | THE ICONIC | |
| Countries | Brazil, Colombia | Indonesia, Philippines, Singapore, Malaysia, Hong Kong | Australia, New Zealand | |
| Regional Market Position | #3 | Top 10 | #3 | |
| Online Penetration | < 10% | c. 20% | c. 30% | |
| Partner Brands | adidas, ARAMIS, asics, BIRKENSTOCK, BOARDRIDERS, colcci, CONVERSE, COTTON:ON, COUNTRY ROAD, crocs, GAP, H&M Group, JORGE BISCHOFF, LACOSTE, Levi's, LUXOTTICA, MANGO, new balance, Nike, PVH, PUMA, RALPH LAUREN, R.M.Williams The Bush Outfitter, SANTA LOLLA, SKECHERS, tapestry, UNDER ARMOUR, VF, VIZZANO, WOLVERINE | | | |
| NMV (FY'24, in € m) | 355 | 272 | 515 | 1,142 |
| Sales (FY'24, in € m) | 218 | 173 | 358 | 744 |
| *Gross margin (FY'24)* | *44%* | *43%* | *47%* | *45%* |
| *Adj. EBITDA margin (FY'24)* | *-4.6%* | *-1.5%* | *4.6%* | *-2.8%* |
| No. of fulfilment centers | 2 | 3 | 1 | 6 |
| Return rates | 12% | 15% | 29% | *21%* |
| Selected Competitors | mercado libre, SHEIN, privalia, NETSHOES, Shopee, RENNER | Shopee, Lazada, SHEIN, tokopedia, blibli | amazon, ebay, SHEIN, MYER, DAVID JONES, Showpo. | |

Source: Company data, NuWays / * includes holding and consolidation

## Competitive Quality

- Strong brand recognition
- High customer satisfaction and convenient experience
- Enabler for global brands

**Well recognized brands and marketing power**

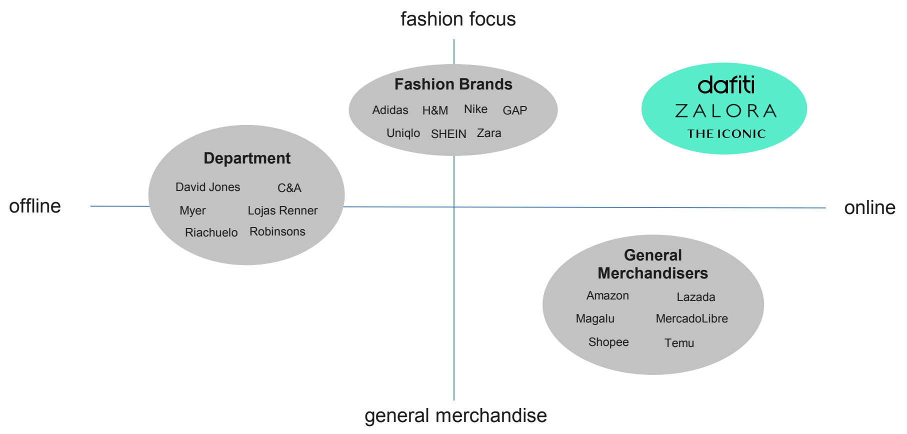
GFG's platform brands (dafiti, ZALORA and THE ICONIC) are ranked in the top 10 of the respective markets in terms of sales. As in any crowded, highly competitive market, familiarity wins. Consumers are naturally drawn toward brands they recognise, creating confidence, a safer choice and repetitive orders. Therefore, partner brands are naturally drawn to scalable platforms like GFG serving a large customer base, creating a win-win situation for partner brands and customers alike.

However, this creates the need for sustained marketing expenditures. GFG therefore spent an average of c. 10% of sales (or € c. 90m) on marketing over the last three years. Especially in GFG's active markets (except ANZ), the online penetration and the tendency to shop online are still behind western levels. Therefore, a continuous marketing presence coupled with customer education towards online shopping should be money well spent to attract new (previously offline-only) customers.

**Strong position and clear focus**

GFG's brands (dafiti, ZALORA and THE ICONIC) are well positioned in the respective markets, focussing 100% on online and fashion. This clear standing is unique and stands out against competitors and even the partner fashion brands.

**Competitive landscape**




Source: Company data, NuWays

The lack of fashion focus at general merchandisers is a key differentiator, in our view, as customers increasingly start to value a personal shopping experience. GFG, with its data-based customer know-how and high customer satisfaction rates, therefore creates more lock-in effects among fashion focussed customers.

**Enabling platform for global and local brands**

With a large reach for up to 800m consumers, GFG is the go-to place for brands to expand into prospective but also complex markets. In doing so, GFG offers local expertise (e.g. marketing, import procedures and local regulations), effective fulfilment with own fulfilment centres and multiple payment methods. Brands can choose either "Retail", "Marketplace" or a mix to sell their products via GFG, depending. Here, GFG is often times the only way for global brands to enter such markets.

Under the business model Retail (61% of NMV), GFG acts as a retailer of the brand, owning the stock, steering its subsequent pricing strategy and taking on the inventory risk from the partner brand. In return, GFG and the partner brands agree on a long payable duration. On average, GFG earns a 34% gross profit with the Retail business (FY'24)

With Marketplace (39% of NMV), GFG acts as a sole platform, on which the partner brands stock is listed, all while the partner brands retain ownership of the stock and control the pricing, while GFG takes on fulfilment, platform listing and returns. In return, GFG records sales as comissions and platform fees from the brands, which was 21% of NMV in FY'24.

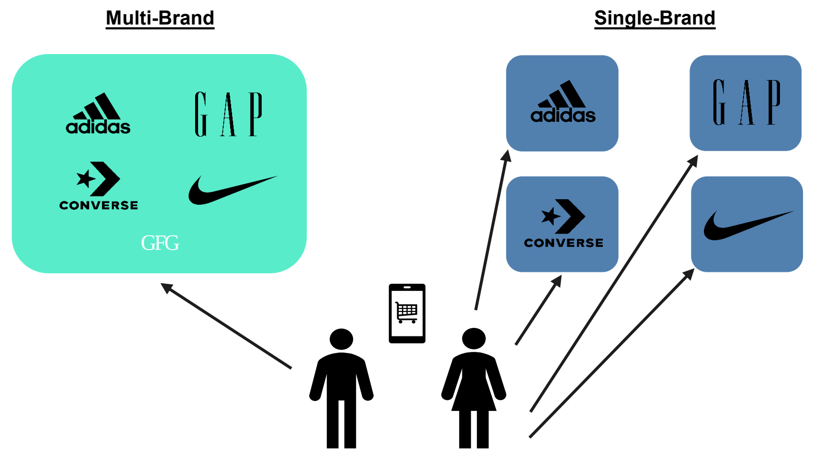
### Multi-brand one-stop shop

Having a broad and relevant assortment of more than 6,000 global and local brands is vital to attract customers to the platform. Therefore, by connecting multiple brands with consumers, GFG acts as a one-stop shop for consumers.

Here, GFG's assortment contains not only relevant apparel and footwear (47% of NMV) but also expands to sport (27% of NMV), beauty and home products. In addition, a sound mix of low-, mid- and premium products is essential to serve all customer types. Currently, the premium share stands at 18% of NMV.

As opposed to the mono-brand experience at the individual brands' online shops, GFG's multi brand strategy is a key value-add for consumers. Although the average consumers are usually brand-savvy, they usually do not care where they buy the desired product. Therefore, consumers enjoy the benefit of **different brand articles in one basket and usually one shipment**, which is not possible when shopping at single brand sites or brand.com simultaneously.

**Multi-brand vs. single-brand customer experience**




Source: NuWays

### Best-in-class service user experience – seamless and convenient

Irrespective of the operating model in the back end, the consumers experience a seamless, digital front-end on GFG brands' website and apps. Especially the app-experience is key for GFG, as it has become the most important and growing sales channel, accounting for 66% of NMV in 2024 (vs. 63% in 2023). The apps are programmed intuitively with as little purchasing barriers as possible, while also not coming short of visually rich content. This seems to be exactly what customers like, evidenced by strong ratings of GFG's apps:

**User Ratings of GFG's apps**

| | dafiti | ZALORA | THE ICONIC |
|---|---|---|---|
| Google Play | **3.8 / 5** (422,000 ratings) | **4.5 / 5** (517,000 ratings) | **4.9 / 5** (394 ratings) |
| App Store | **4.6 / 5** (47 ratings) | **4.8 / 5** (82,900 ratings) | **4.9 / 5** (144,500 ratings) |

Source: NuWays

Moreover, GFG offers free shipping (for orders exceeding certain basket sizes), free returns and widely available next-day delivery options, making the whole customer journey as convenient as possible from purchase to delivery to return. All this is supported by strong and quick fulfilment operations, that is scaled for future growth.

**Strong tech team delivers data-driven solutions to better match customer needs**

Being one of the largest eCommerce fashion players in each market, GFG has an extensive know-how about customer behaviour, can predict fashion trends quickly and can therefore adapt its look and feel quickly. This gets the company ahead of the competition regarding brand assortment and product selection. Especially in the fast-moving fashion industry, this capability is key, in our view.

However, all of this requires a well running tech infrastructure. Therefore, GFG has a **global technology team of more than 500 FTEs**. It is not only responsible for running the platform, but also runs a whole data science operation, that creates the basis for technology-based planning and scheduling of assortment. This tech approach serves a clear USP for brands to partner with GFG but also results in a better customer experience.

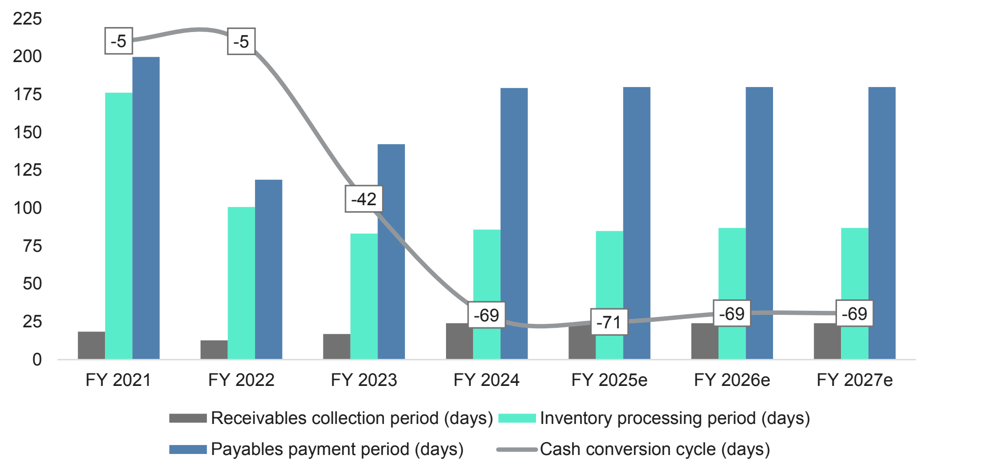
## Business Quality

- Solid working capital management
- Cash generation visible on the horizon
- Outstanding convertible repayment not a headache anymore
- Healthy balance sheet

**Sound working capital management**

Thanks to GFG's ability to maintain an average payables payment period of c. 180 days, inventory is pre-financed by the partner brands. Furthermore, as usual with a B2C business, receivables are collected within a few days. In sum, this leads to a cash conversion cycle of negative 70 days, meaning that cash comes in before revenues are recognized. However, as most of the working capital is incurred from the Retail business model (c. 61% of NMV; close to 100% of COGS in our view), the figures below are skewed by that effect, as payables include Retail and Marketplace payables but they are divided by only Retail COGS.

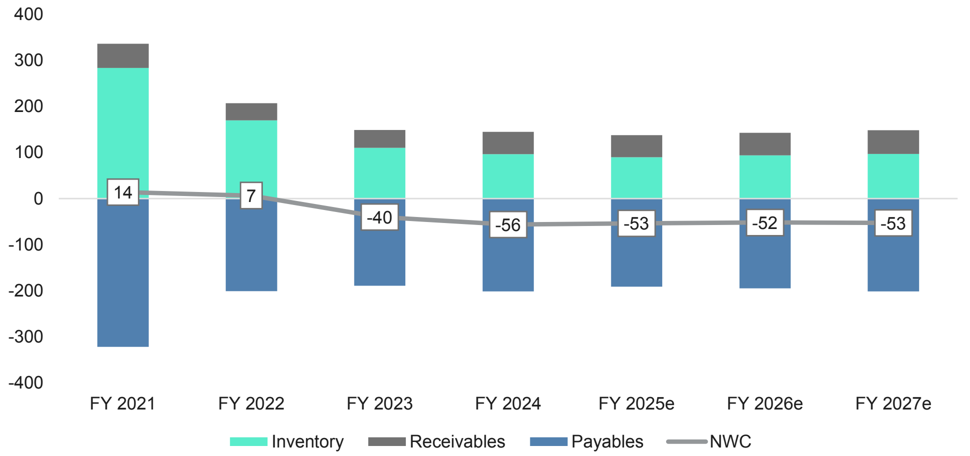
**Seasonal inventory and receivables are financed by payables (in days)**




Source: Company data, NuWays,

The above-described effect is a direct result of a successful working capital management. Following the post-COVID ramp up, GFG has drastically reduced its inventory in line with sales and NMV development. Positively, GFG managed to sell down old inventory, as the share of aged inventory (i.e. inventory older than 180 days) has decreased from 23% in FY'22 to 14% in FY'24. In summary, the large sum of outstanding payables thus leads to a solid, mostly negative, net working capital of currently € -56m (vs. € 7m in FY'21).

**Negative NWC and inventory back at healthy levels (in € m)**

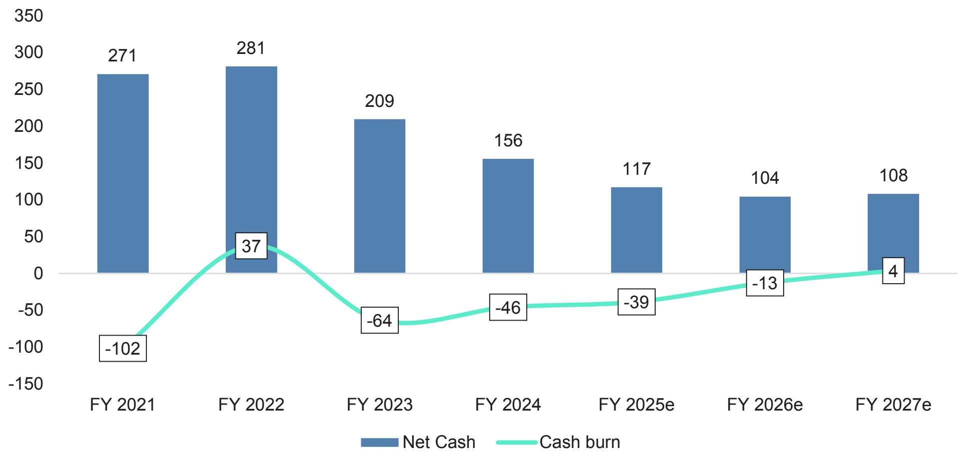



Source: Company data. NuWays

**Negative cash flow due to capacity underutilization, but cash generation on the horizon.**

Despite the positive working capital effects described above, GFG still has negative cash generation (change in cash adjusted for financing CF). We attribute this to the lack of fixed cost coverage due to the capacity underutilization at its fulfillment centers (fulfilment capacity for € 2bn NMV vs. € 1.14bn MV in FY'24).

**Cash generation on the horizon (in € m)**




Source: Company data, NuWays

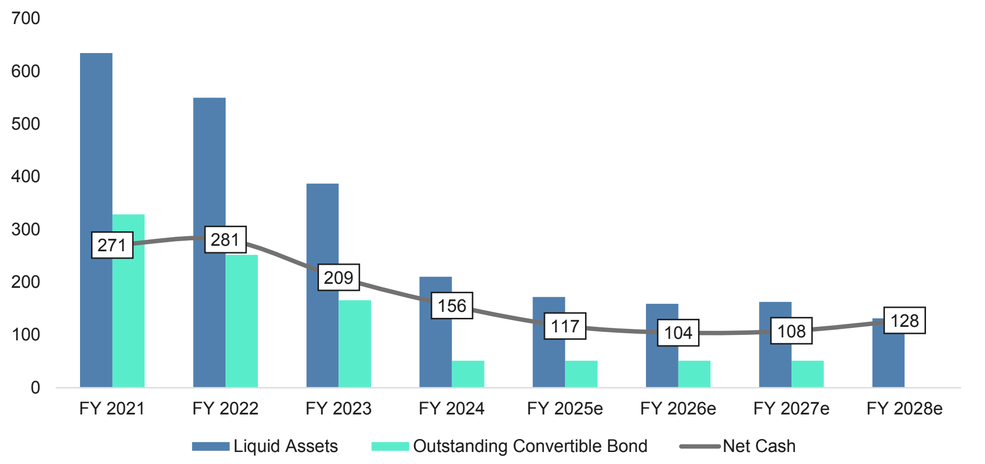
Going forward, we expect a return to growth and a step-by-step improving cash situation. Until then, GFG relies on a strong net cash position of € 156m (excl. lease liabilities) in FY'24.

**Outstanding convertible bond repayment not an issue**

The proceeds of the € 375m convertible bond issued in FY'21 (payback in FY'28e, 1.25% coupon) has been used to fund operations over the last years. Following the decline in demand and the subsequent worsened cash burn, the convertible's price has dropped from 100% to below 70% and now stands at 90%. GFG has used the cash on hand to mitigate a potential full payback in FY'28e and create significant cost savings buying back the majority of the bond at large discounts. Therefore, now only € 55m of principal are left (reported as € 51.3m under IFRS) and are scheduled for repayment in FY'28e. The repayment should not be at risk, in our view, given that we expect liquid assets of € 170m by FY'27e, which more than covers the outstanding bond.

GFG is likely to buyback the remaining convertible already in March '26 (put effective date), where bondholders have the right to redeem their outstanding principal. This seems likely given the conversion price of € 17.96 (vs. € 0.27 current share price) and higher market interest rates (vs. 1.25% coupon rate on the bond).

**Convertible bond repayment (due FY'28e) is not a headache anymore (in € m)**

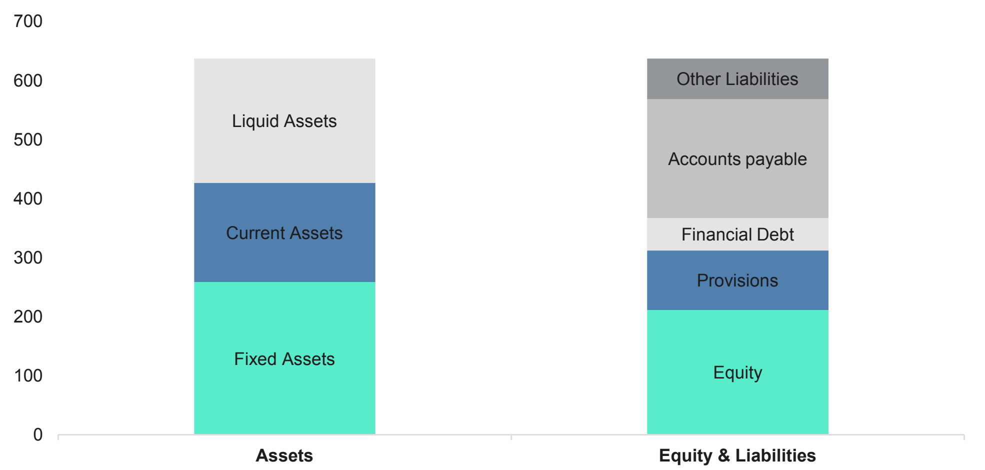



Source: Company data, NuWays

**Balance sheet marked by business model and high cash position.**

GFG's balance sheet clearly shows the business' characteristics with high outstanding payables (32%), a necessary inventory position (15%) as well as little receivables (7%). The assets side shows the strong cash position (33%), which compares well against the financial debt (9%). Consequently, the equity ratio stands at 33%.

**Healthy Balance Sheet (as of FY'24, in € m)**




Source: Company data, NuWays

## Growth

- Mixed short-term consumer sentiment in key regions
- Mid-term growth drivers remain intact
- Sales to return to growth in FY'26e, margin improvement already visible.

**Global fashion demand outlook marked by macro-uncertainties in the short-term**

The current economic uncertainties visible globally are leading to consumer reticence, especially in the consumer discretionary fashion verticals. This effect was especially driven by a sluggish demand for luxury fashion, whereas the mid- and low-price segments remained rather stable.

While demand in Europe, the US and China paint a rather dull picture with inflation, geopolitical tension and economic slowdown, GFG's focus regions paint a somewhat different picture.

**Mixed demand picture in GFG's regions**

Global inflation as well as political and economic uncertainty are seen to continue to pressure discretionary spending. However, each of GFG's regions shows different characteristics in its current consumer sentiment:

**Current consumer sentiment by region**

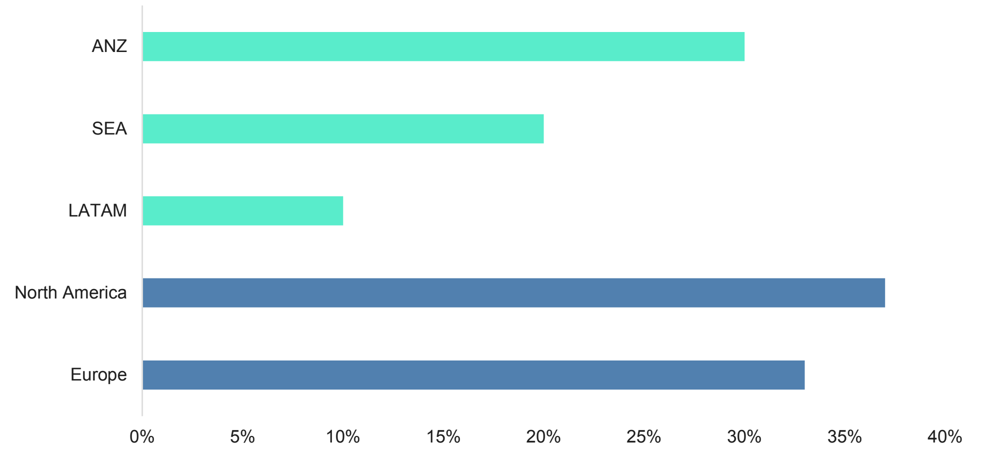
| | LATAM | | SEA | | | ANZ | |
|---|---|---|---|---|---|---|---|
| **Region** |  | |  | | |  | |
| | Brazil | Colombia | Singapore | Indonesia | Malaysia | Australia | New Zealand |
| **Current consumer sentiment** | (0) | (+) | (+) | (+) | (+) | (0) | (0) |
| **Drivers** | - high employment<br>- ongoing inflation<br>- muted sentiment | - domestic consumption recovery<br>- downward inflation trend<br>- e-commerce gaining momentum | - growing economy<br>- high digital engagement<br>- downward inflation trend | - increasing internet / smartphone penetration<br>- rising income | - economic growth<br>- moderate inflation<br>- increasing consumer sentiment<br>- strong e-commerce momentum | - muted consumer sentiment<br>- persistent inflation<br>- high interest rates<br>- eCommerce shift ongoing | - economic uncertainty<br>- muted consumer sentiment |

Source: NuWays

**Mid-term growth drivers in key regions remain intact**

GFG's key markets are characterized by a comparably low online penetration, an emerging middle class with rising purchasing power as well as a more technology savvy population (70-90% own smartphones). This can also be evidenced by GFG's strongest conversion channel, the smartphone app, making up 66% of NMV in 2024 already.

**Online penetration (of fashion & apparel) shows catch-up potential**




Source: Company data, NuWays

Adding to that, the technological improvements coming from AI adoption pose further growth potential for GFG:

First, the **data intelligence within GFG** can be levered using AI to better match customers and partner brands, creating a higher potential for recurring revenues as **customers shop exactly what they want** and suggestions that might fit their needs become more tailored to the customer.

Second, AI-based intelligent search and size recommendations decrease return rates and lead to higher customer satisfaction and less churn. For example, additional sizing guidance in SEA reduced size related returns by more than 10% in FY'24.

Going more into detail, we observed the following trends in the respective regions:

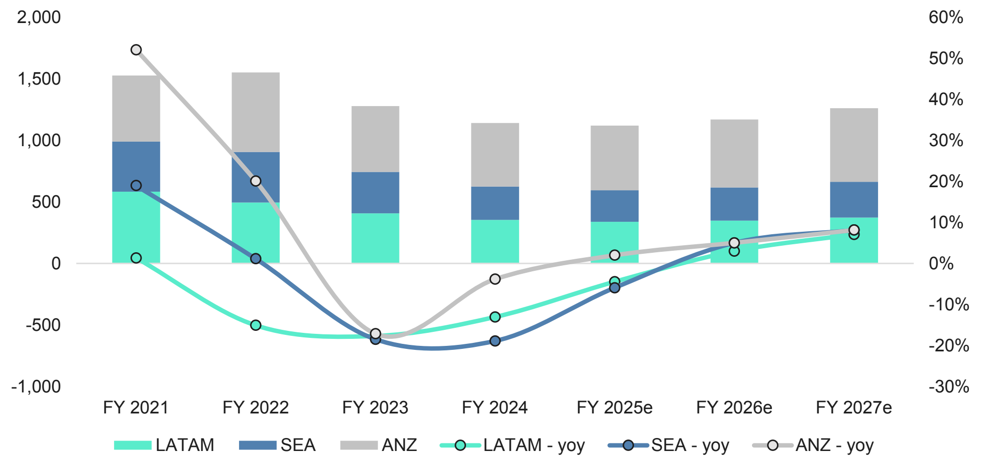
**LATAM and SEA** not only see a growing population and an improving purchasing power among a rising, more urban middle class, but the mobile internet usage is also rising drastically with smartphones serving as the #1 internet access point. Simultaneously, online payment methods are widespread. This inevitably leads to an increasing eCommerce usage and less brick-and-mortar shopping. This holds especially true for fashion eCommerce, where more and more consumers become accustomed to shopping fashion online, also as delivery capabilities are ever improving. Moreover, the increasing social media adoption, especially among LATAMs large share of young consumers (average in Brazil is 35 years), and the subsequent rise in influencer marketing, should serve as a further growth driver for online fashion platforms like GFG.

In contrast, the more developed **ANZ** regions show a higher eCommerce penetration, which implies a slightly lower, but still large growth potential. More importantly, ANZ's disposable income levels are much higher, thus showing growth opportunities from a rising share of wallet. Furthermore, additional growth can also be achieved **using technology to create a unrivalled, more personal user experience** and thus **steal market share from other players**. Also, the **early adoption of consumer trends** (e.g. sustainable fashion trends or the latest sneaker collections, etc.) is key to secure the first-mover advantage. GFG with its strong global tech team coupled with deeply rooted local expertise and data know-how looks well positioned to capture growth in ANZ, in our view.

**Putting it all together:**

Based on the growth trends described above, we expect a muted short-term demand but a demand recovery starting from FY'26e onwards across GFG's key regions.

**Regional NMV growth assumption (in € m, FY'24 inc. Chile)**




Source: Company data, NuWays

Overall, NMV is seen to remain mostly flat in FY'25e (eNuW: -2% yoy; +2% yoy ex Chile) but should show better growth in FY'26e & '27e, thanks to the intact demand drivers described above.

### Trend reversal in customer KPIs

Furthermore, Q4'24 has shown signs of recovering active customer numbers, stable order frequency as well as growing average order value. Consequently, we expect FY'25e to set the ground for a return to growth of user KPIs in FY'26e:

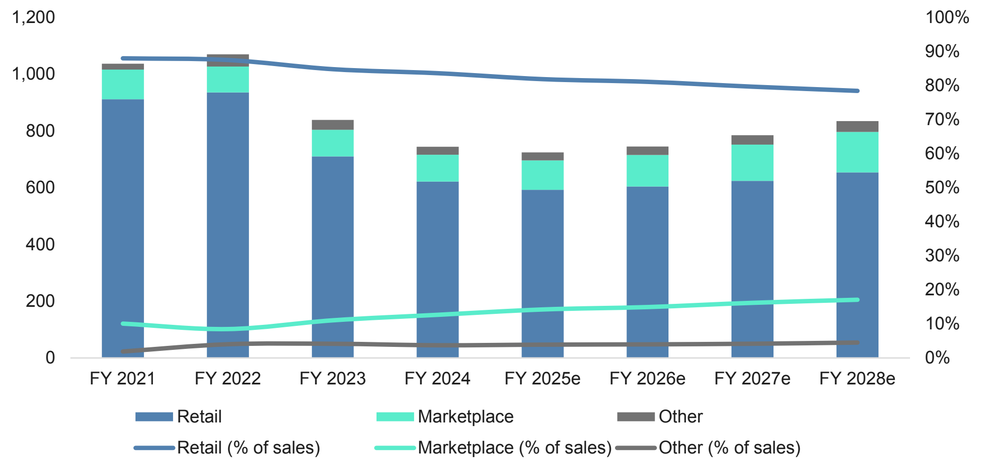
| *Global Fashion Group SA* | FY 2020 *incl. CIS* | FY 2021 *ex CIS* | FY 2022 *ex Arg.* | FY 2023 | FY 2024 *incl. Chile* | FY 2025e *ex Chile* | FY 2026e | FY 2027e | CAGR 2024-27e |
|---|---|---|---|---|---|---|---|---|---|
| LTM active customers (in m) | 16.3 | 13.4 | 10.8 | 8.8 | 8.0 | 7.5 | 7.6 | 8.1 | 0% |
| *yoy* | | *-18%* | *-19%* | *-19%* | *-9%* | *-7%* | *2%* | *6%* | |
| LTM order frequency | 2.6x | 2.4x | 2.5x | 2.4x | 2.3x | 2.4x | 2.4x | 2.4x | |
| *yoy* | | *-6%* | *3%* | *-6%* | *-3%* | *3%* | *0%* | *0%* | |
| Number of orders (in m) | 42 | 33 | 27 | 21 | 18 | 18 | 18 | 19 | |
| *yoy* | | *-22%* | *-17%* | *-23%* | *-12%* | *-4%* | *2%* | *6%* | |
| Average order value (in €) | € 46.6 | € 46.9 | € 57.5 | € 61.5 | € 62.5 | € 63.8 | € 65.0 | € 66.3 | |
| *yoy* | | *1%* | *23%* | *7%* | *2%* | *2%* | *2%* | *2%* | |
| *yoy constant currency* | | *9%* | *15%* | *12%* | *5%* | *2%* | *2%* | *2%* | |
| **Group NMV** | **1,958** | **1,529** | **1,558** | **1,279** | **1,144** | **1,121** | **1,170** | **1,262** | 3% |
| *yoy* | | *-22%* | *2%* | *-18%* | *-11%* | *-2%* | *4%* | *8%* | |
| *yoy constant currency* | | *21%* | *-1%* | *-14%* | *-8%* | *-2%* | *4%* | *8%* | |
| LTM NMV per customer (in €) | € 120 | € 114 | € 144 | € 145 | € 143 | € 150 | € 153 | € 156 | |
| *yoy* | | *-5%* | *26%* | *1%* | *-2%* | *5%* | *2%* | *2%* | |

Source: Company data, NuWays

### Shift to marketplace to drive gross margin

Evidently, brands increasingly favour the flexible "Marketplace" offering by GFG. Although this does not affect NMV, it has the two-sided effect of lower absolute sales coupled with a 100% gross margin (vs. higher sales and only a 34% gross margin in the Retail business model). This explains why the sales mix should continue to shift slightly towards Marketplace going forward, with the above mentioned effects.

**Sales mix to continue to shift towards marketplace (in € m)**




Source: Company data, NuWays

As sales from "Marketplace" and "Other" (mostly platform services) should come in with nearly 100% gross margins (eNuW; there should be almost no cost of sales incurred in these business models, in our view), the group's gross margin should gradually shift upwards as the share of Markteplace looks set to increase further:

Therefore, we expect the gross margin improvement visible in FY'24 to continue into FY'25e and beyond.

| *Global Fashion Group SA* | FY 2020 *incl. CIS* | FY 2021 *ex CIS* | FY 2022 *ex Arg.* | FY 2023 | FY 2024 *incl. Chile* | FY 2025e *ex Chile* | FY 2026e | FY 2027e | CAGR 2024-27e |
|---|---|---|---|---|---|---|---|---|---|
| Retail - NMV | 1,351 | 1,009 | 1,025 | 793 | 697 | 662 | 674 | 697 | 0% |
| Marketplace - NMV | 607 | 520 | 528 | 486 | 445 | 459 | 496 | 565 | 8% |
| **Group NMV** | **1,958** | **1,529** | **1,554** | **1,279** | **1,142** | **1,121** | **1,170** | **1,262** | **3%** |
| *yoy* | | *-22%* | *2%* | *-18%* | *-11%* | *-2%* | *4%* | *8%* | |
| *yoy constant currency* | | *21%* | *-1%* | *-14%* | *-8%* | *-2%* | *4%* | *8%* | |
| Retail - sales | 1,181 | 911 | 935 | 710 | 621 | 592 | 604 | 624 | 0% |
| *in % of NMV* | *87%* | *90%* | *91%* | *90%* | *89%* | *90%* | *90%* | *90%* | |
| Marketplace - sales | 154 | 105 | 91 | 93 | 94 | 103 | 111 | 127 | 10% |
| *in % of NMV* | *25%* | *20%* | *17%* | *19%* | *21%* | *23%* | *23%* | *23%* | |
| Other sales | 25 | 20 | 43 | 35 | 28 | 28 | 30 | 33 | 6% |
| **Group sales** | **1,360** | **1,036** | **1,069** | **838** | **744** | **724** | **745** | **784** | **2%** |
| *yoy* | | *-24%* | *3%* | *-22%* | *-11%* | *-3%* | *3%* | *5%* | |
| *yoy constant currency* | | *17%* | *0%* | *-18%* | *-9%* | *-3%* | *3%* | *5%* | |
| Retail - gross profit | 407 | 323 | 319 | 225 | 212 | 205 | 209 | 216 | 1% |
| *gross profit margin* | *34%* | *35%* | *34%* | *32%* | *34%* | *35%* | *35%* | *35%* | |
| Marketplace - gross profit | 154 | 105 | 91 | 93 | 94 | 103 | 111 | 127 | 10% |
| *gross profit margin* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* | |
| Other - gross profit | 25 | 20 | 43 | 35 | 28 | 28 | 30 | 33 | 6% |
| *gross profit margin* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* | |
| **Group gross profit** | **586** | **448** | **453** | **353** | **334** | **337** | **350** | **376** | **4%** |
| *yoy* | | *-24%* | *1%* | *-22%* | *-5%* | *1%* | *4%* | *7%* | |
| *gross profit margin* | *43%* | *43%* | *42%* | *42%* | *45%* | *46%* | *47%* | *48%* | |

Source: Company data, NuWays

**Contribution margin expansion thanks to more efficient fulfillment**

As gross profit looks healthy, a key reason behind GFG's low profitability is the muted utilization rate of its fulfilment centres (eNuW: 57% in FY'24). Consequently fulfillment expenses (23% of sales in FY'24), which contain a substantial fixed cost share e.g from tech costs, are burdening the contribution margin (21.5% in FY'24). Going forward, we expect with rising sales, a disproportionate development of fulfillment expense, visible in declining fulfillment expenses per order (-2% FY'24-'27e CAGR). In summary, the contribution margin should make a noticeable improvement by 4.7pp until FY'27e.

| *Global Fashion Group SA* | FY 2020 *incl. CIS* | FY 2021 *ex CIS* | FY 2022 *ex Arg.* | FY 2023 | FY 2024 *incl. Chile* | FY 2025e *ex Chile* | FY 2026e | FY 2027e | CAGR 2024-27e |
|---|---|---|---|---|---|---|---|---|---|
| **Gross Profit** | **586** | **448** | **453** | **353** | **334** | **337** | **350** | **376** | **4%** |
| *yoy* | | *-24%* | *1%* | *-22%* | *-5%* | *1%* | *4%* | *7%* | |
| *gross margin* | *43.1%* | *43.3%* | *42.3%* | *42.1%* | *44.9%* | *46.5%* | *47.0%* | *47.9%* | |
| Fulfillment Expense | 326 | 230 | 248 | 202 | 174 | 167 | 166 | 170 | -1% |
| *% of sales* | *24.0%* | *22.2%* | *23.2%* | *24.1%* | *23.4%* | *23.1%* | *22.3%* | *21.7%* | |
| *yoy* | | *-30%* | *8%* | *-19%* | *-14%* | *-4%* | *-1%* | *3%* | |
| Fulfillment Expense per order | € 7.8 | € 7.0 | € 9.1 | € 9.7 | € 9.5 | € 9.5 | € 9.2 | € 8.9 | -2% |
| *yoy* | | *-9%* | *30%* | *6%* | *-2%* | *0%* | *-3%* | *-3%* | |
| **Contribution Profit** | **260** | **219** | **205** | **151** | **160** | **170** | **184** | **206** | **9%** |
| *yoy* | | *-16%* | *-6%* | *-26%* | *6%* | *6%* | *9%* | *12%* | |
| *contribution margin* | *19.1%* | *21.1%* | *19.2%* | *18.0%* | *21.5%* | *23.4%* | *24.7%* | *26.2%* | |

Source: Company data, NuWays

**Adj. EBITDA expansion mainly driven by better fix cost coverage**

Also, the other P&L item with a high fix-cost share (General and Administrative, 22% of sales in FY'24) should be better covered following the rise in contribution profit. Regarding marketing expenses, we assume a ratio of c. 7% of NMV (i.e. 10.2% of sales in FY'24), which has historically proven to be a healthy balance of customer acquisition efforts and brand awareness. In sum, this should lead to an increase in adj. EBITDA, which we expect to come in break even in FY'25e and positive from FY'26e onwards:

| *Global Fashion Group SA* | FY 2020 *incl. CIS* | FY 2021 *ex CIS* | FY 2022 *ex Arg.* | FY 2023 | FY 2024 *incl. Chile* | FY 2025e *ex Chile* | FY 2026e | FY 2027e | CAGR 2024-27e |
|---|---|---|---|---|---|---|---|---|---|
| **Contribution Profit** | **260** | **219** | **205** | **151** | **160** | **170** | **184** | **206** | **9%** |
| Marketing Costs | 121 | 120 | 106 | 87 | 76 | 78 | 80 | 85 | |
| *% of sales* | *8.9%* | *11.6%* | *9.9%* | *10.3%* | *10.2%* | *10.8%* | *10.8%* | *10.8%* | |
| General & Administrative | 194 | 178 | 199 | 184 | 165 | 152 | 150 | 150 | |
| *% of sales* | *14.3%* | *17.2%* | *18.6%* | *21.9%* | *22.2%* | *21.0%* | *20.2%* | *19.2%* | |
| Other Operating Income | 7 | 2 | 2 | 3 | 9 | 4 | 4 | 5 | |
| *% of sales* | *0.5%* | *0.1%* | *0.2%* | *0.4%* | *1.2%* | *0.6%* | *0.6%* | *0.6%* | |
| Other Operating Expense | 14 | 9 | 4 | 8 | 5 | 4 | 4 | 5 | |
| *% of sales* | *1.1%* | *0.8%* | *0.4%* | *0.9%* | *0.6%* | *0.6%* | *0.6%* | *0.6%* | |
| Impairment charges | 2 | 23 | 42 | 55 | 5 | 0 | 0 | 0 | |
| *% of sales* | *0.1%* | *2.2%* | *3.9%* | *6.5%* | *0.7%* | *0.0%* | *0.0%* | *0.0%* | |
| **EBIT** | **-65** | **-109** | **-144** | **-179** | **-82** | **-61** | **-46** | **-29** | **n.a.** |
| *yoy* | | *neg.* | *neg.* | *neg.* | *neg.* | *neg.* | *neg.* | *neg.* | |
| *EBIT margin* | *-4.8%* | *-10.6%* | *-13.4%* | *-21.3%* | *-11.0%* | *-8.4%* | *-6.2%* | *-3.7%* | |
| D&A | 66 | 45 | 53 | 58 | 58 | 58 | 54 | 51 | |
| *% of sales* | *4.9%* | *4.3%* | *5.0%* | *6.9%* | *7.8%* | *8.0%* | *7.3%* | *6.5%* | |
| Adjustments | 15 | 45 | 48 | 63 | 3 | 3 | 2 | 0 | |
| *% of sales* | *1.1%* | *4.4%* | *4.5%* | *7.5%* | *0.5%* | *0.4%* | *0.3%* | *0.0%* | |
| **adj. EBITDA** | **16** | **-19** | **-42** | **-58** | **-21** | **0** | **10** | **22** | **n.a.** |
| *yoy* | | *neg.* | *neg.* | *neg.* | *neg.* | *neg.* | *6536%* | *113%* | |
| *adj. EBITDA margin* | *1.2%* | *-1.8%* | *-4.0%* | *-6.9%* | *-2.8%* | *0.0%* | *1.4%* | *2.8%* | |

Source: Company data, NuWays

NuWays by Hauck Aufhäuser Lampe

## Valuation

We base our valuation for GFG on a **Discounted Cash Flow** model, which derives a **price target of EUR 0.80 per share**. The key assumptions of our model are:

- Terminal EBIT margin: 4.2% thanks to improving fixed cost coverage and operating leverage.
- Terminal growth rate: 2.5% to reflect unsaturated and demographically strong end markets.
- WACC: 13.6% derived from a
  - 2.6% risk free rate, derived from current 10y German government bond yields in GFG's primary stock exchange location,
  - 6.1% equity risk premium, derived from a weighted average of each of GFG's active countries' equity risk premiums according to A. Damodaran (NYU Stern)
  - a Beta of 1.8 to reflect the demand uncertainty and the subsequent uncertainty of an operational turnaround.
  - a 100% implied equity ratio, as cash exceeds financial debt.

| DCF (EUR m) (except per share data and beta) | 2025 | 2026e | 2027e | 2028e | 2029e | 2030e | 2031e | 2032e | Terminal value |
|---|---|---|---|---|---|---|---|---|---|
| NOPAT | -68 | -54 | -40 | -15 | 2 | 12 | 22 | 33 | 34 |
| Depreciation | 58 | 54 | 51 | 48 | 45 | 41 | 37 | 35 | 36 |
| Increase/decrease in working capital | -3 | -2 | 1 | 2 | 2 | 2 | 2 | 2 | 0 |
| Increase/decrease in long-term provisions and accruals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capex | -20 | -18 | -16 | -15 | -13 | -12 | -12 | -12 | -36 |
| Acquisitions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital increase | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Cash flow** | **-32** | **-19** | **-4** | **21** | **37** | **44** | **50** | **58** | **34** |
| Present value | -30 | -16 | -3 | 13 | 20 | 21 | 21 | 22 | 103 |
| WACC | 13.6% | 13.6% | 13.6% | 13.6% | 13.6% | 13.6% | 13.6% | 13.6% | 13.6% |

| DCF per share derived from | |
|---|---|
| Total present value | 153 |
| *thereof terminal value* | 67% |
| Net debt (net cash) at start of year | -82 |
| Financial assets | 59 |
| Provisions and off balance sheet debt | 113 |
| Equity value | 181 |
| No. of shares outstanding | 225.6 |
| **Discounted cash flow per share** | **0.80** |
| **upside/(downside)** | **209%** |
| **Share price** | **0.26** |

| DCF avg. growth and earnings assumptions | |
|---|---|
| Short term growth (2024-2026) | 0.1% |
| Medium term growth (2026 - 2031) | 5.2% |
| Long term growth (2031 - infinity) | 2.5% |
| Terminal year EBIT margin | 4.2% |

| WACC derived from | |
|---|---|
| Cost of borrowings before taxes | 4.2% |
| Tax rate | n.a. |
| Cost of borrowings after taxes | 4.7% |
| Required return on invested capital | 13.6% |
| Risk premium | 6.1% |
| Risk-free rate | 2.6% |
| Beta | 1.8 |

Sensitivity analysis DCF

| WACC | Long term growth 1.5% | 2.0% | 2.5% | 3.0% | 3.5% |
|---|---|---|---|---|---|
| 11.0% | 1.0 | 1.0 | 1.1 | 1.1 | 1.2 |
| 10.0% | 1.1 | 1.2 | 1.2 | 1.3 | 1.4 |
| 13.6% | 0.8 | 0.8 | 0.8 | 0.8 | 0.9 |
| 8.0% | 1.5 | 1.6 | 1.8 | 1.9 | 2.1 |
| 7.0% | 1.9 | 2.0 | 2.2 | 2.5 | 2.8 |

Sensitivity analysis DCF

| WACC | EBIT margin terminal year 2.2% | 3.2% | 4.2% | 5.2% | 6.2% |
|---|---|---|---|---|---|
| 11.0% | 0.8 | 0.9 | 1.1 | 1.2 | 1.4 |
| 10.0% | 0.9 | 1.0 | 1.2 | 1.4 | 1.6 |
| 13.6% | 0.6 | 0.7 | 0.8 | 0.9 | 1.0 |
| 8.0% | 1.2 | 1.5 | 1.8 | 2.1 | 2.4 |
| 7.0% | 1.4 | 1.8 | 2.2 | 2.6 | 3.0 |

Source: NuWays

## Theme

### Divestment of non-profitable Chile business

As of 12th Jan'25, GFG announced the closure its operations in Chile (segment LATAM) following tough post pandemic competitive environment. According to revised FY'24 statements, Chile stood for 5% of active customers, 3.7% of group NMV and 2.8% of group sales, but dragged down group profitability with an adj. EBITDA margin of -13.9% (vs. -2.8% on group level). Moreover, the AOV of Chile (€ 55.2) stood way below the group average (€ 62.8) and Chile's isolated normalized FCF stood at € -4.1m with a -20% FCF margin.

All in all, we regard the **Chile closure as a net positive decisi**on, as the ongoing cash burn and tough competitive environment overshadow the growth opportunities, in our view. Especially the LATAM segment should benefit noticeably from the closure into FY'25e, as less management capacities are directed towards a Chile turnaround and focused more towards Brazil and Columbia.

| | Group | | | | LATAM Segment | | |
|---|---|---|---|---|---|---|---|
| *Global Fashion Group SA* | FY 2024 *incl. Chile* | FY 2024 *ex Chile* | FY 2024 *Chile only* | Chile's share (in % of group) | FY 2024 *incl. Chile* | FY 2024 *ex Chile* | Chile's share (in % of segment) |
| **LTM active customers (in m)** | **8.0** | **7.6** | **0.4** | **5%** | **3.9** | **3.5** | **10%** |
| Number of orders (in m) | 18.3 | 17.5 | 0.8 | | n.a. | n.a. | |
| Average order value (in €) | € 62.5 | € 62.8 | € 55.2 | | n.a. | n.a. | |
| Average NMV per customer (in €) | € 143 | € 145 | € 110 | | € 91 | € 89 | |
| **NMV** | **1,144** | **1,100** | **44** | **4%** | **354.6** | **310.5** | **12%** |
| **Sales** | **743.5** | **722.6** | **20.9** | **3%** | **217.6** | **196.7** | **10%** |
| *in % of NMV* | *65%* | *66%* | *47%* | | *61%* | *63%* | |
| **adj. EBITDA** | **-20.5** | **-17.6** | **-2.9** | **14%** | **-10.0** | **-7.1** | **29%** |
| *adj. EBITDA margin* | *-2.8%* | *-2.4%* | *-13.9%* | | *-4.6%* | *-3.6%* | |
| **Normalized FCF** | **-45.4** | **-41.3** | **-4.1** | **9%** | **n.a.** | **n.a.** | **n.a.** |
| *NFCF in % of sales* | *-6.1%* | *-5.7%* | *-19.6%* | | *n.a.* | *n.a.* | |

Source: Company data, NuWays

### Q1 showed sales growth again

Following the recent Q1 release, the recovery on growth becomes visible.

Altough LTM active customer number declined by 5% yoy, it compares well to the FY'24 decline of 9% yoy. Mind you, the LTM average is a moving average, which implies that **new and reactivated customers should be closely on the same level of churned customers.** Here, specifically LATAM and ANZ are both exceeding the churn rate, whereas SEA was still burdened by a tough competitive environment.

This trend recovery in active customers should bode well for FY'25e. It comes on top of the lowest decline in number of orders (-2% yoy) in recent history and is further supported by a growing average order value (+4% yoy). All this led to an **slightly growing NMV of € 226m** in Q1, following 3 years of shrinkage, while sales also grew proportioantely by 1% yoy.

With top-line returning to slight growth, profitability showed an even better turnaround trend in Q1: **adj. EBITDA expanded sharply by € 6.6m yoy** (€ 5.9m yoy ex Chile) to € -10.7m (-7.3% margin, up 3.6pp yoy ex Chile). Next to the improving fixed cost coverge, the profitability expansion was also driven by a rising gross margin of 46% (+2.1pp yoy). Mind you, that Q1 and Q3 are seasonally weak quarters, whereas Q2 and Q4 are seasonally strong quarters, also in terms of cash generation.

| Global Fashion Group SA | Q1 2024 incl. Chile | Q2 2024 incl. Chile | Q3 2024 incl. Chile | Q4 2024 incl. Chile | Q1 2025 ex Chile |
|---|---|---|---|---|---|
| **LTM active customers (in m)** | **8.4** | **8.1** | **8.0** | **8.0** | **7.5** |
| *yoy (as reported)* | *-18%* | *-16%* | *-13%* | *-9%* | *-11%* |
| *yoy (prev. figures adj. for Chile)* | - | - | - | - | *-5%* |
| *qoq (as reported)* | *-5%* | *-4%* | *-1%* | *0%* | *-6%* |
| *qoq (prev. figures adj. for Chile)* | | | | | *-1%* |
| **LTM order frequency** | **2.4x** | **2.3x** | **2.3x** | **2.3x** | **2.3x** |
| *yoy (as reported)* | *-6%* | *-5%* | *-5%* | *-3%* | *-3%* |
| *yoy (prev. figures adj. for Chile)* | - | - | - | - | *-2%* |
| **Number of orders (in m)** | **4.1** | **4.4** | **4.1** | **5.7** | **3.8** |
| *yoy (as reported)* | *-18%* | *-17%* | *-11%* | *-3%* | *-7%* |
| *yoy (prev. figures adj. for Chile)* | - | - | - | - | *-2%* |
| **Average order value (in €)** | **€ 59.9** | **€ 65.0** | **€ 64.4** | **€ 62.2** | **€ 59.4** |
| *yoy (as reported)* | *-1%* | *3%* | *4%* | *-1%* | *2%* |
| *yoy constant currency (Q1'25: adj. for Chile)* | *2%* | *6%* | *9%* | *4%* | *4%* |
| **Group NMV** | **246** | **286** | **264** | **354** | **226** |
| *yoy (as reported)* | *-19%* | *-14%* | *-7%* | *-4%* | *-5%* |
| *yoy constant currency (Q1'25: adj. for Chile)* | *-17%* | *-12%* | *-4%* | *0%* | *1%* |
| **LTM average revenue per customer (in €)** | **€ 145.8** | **€ 145.3** | **€ 144.7** | **€ 142.8** | **€ 150.6** |
| *yoy (as reported)* | *-2%* | *-3%* | *-2%* | *-2%* | *3%* |
| **Sales** | **152.7** | **184.8** | **173.7** | **232.3** | **145.9** |
| *yoy (as reported)* | *-21%* | *-15%* | *-6%* | *-4%* | *-4%* |
| *yoy constant currency & adj. for Chile* | *-19%* | *-13%* | *-3%* | *-1%* | *1%* |
| **adj. EBITDA** | **-17.3** | **-3.9** | **-8.2** | **8.8** | **-10.7** |
| *yoy (as reported)* | *neg.* | *neg.* | *neg.* | *1660%* | *neg.* |
| *adj. EBITDA margin* | *-11%* | *-2%* | *-5%* | *4%* | *-7%* |
| *pp change yoy* | *0.8pp* | *6.0pp* | *4.9pp* | *3.6pp* | *4.0pp* |

Source: Company data, NuWays

Mind you, the table above shows the reported figures, that have not been restated following the recent Chile exit, therefore comparability is skewed, but both change rates (incl. vs. ex Chile) are included.

**Tariff wars as a mixed bag**

The recent tariff war discussion by the US against almost all other countries, drags down newsflow. Although it is too early to tell what potential direct impact each tariff would have on GFG (no imports into US, little to no exports from the US to GFG's regions), a key risk should lie in the indirect impact of a potentially worsening of consumer sentiment in its key regions, in our view.

On the other hand, less trade relations between the US and the rest of the world, could actually increase supply from partner brands to GFG's key regions, which reroute stock which might have meant to be for the US market to other markets, for example LATAM. However, this is more speculative and is too early to tell, in our view.

## Company Background

### Business model

The Global Fashion Group (GFG) has a hybrid business model, operating both as a retailer (owning inventory, c. 61% of NMV) and as a marketplace (offering platform services without owning inventory and not having control of pricing, c. 39% of NMV) for fashion and lifestyle products. In the marketplace segment, brands can choose between 3 logistics models: If "Fulfilled by" is chosen, GFG holds the stock (without owning it) and organizes delivery to the customers. In the "Cross-docking" option, the brand holds the stock, but GFG oversees packing and delivery. With "Drop shipment", the brand holds the stock and organizes the delivery process by itself. In addition to selling products, GFG provides partner brands with operational and marketing data solutions.

In terms of regional market coverage, GFG has a clear strategic focus on markets underpenetrated by global or Western brands and tailors its e-commerce platform to regional characteristics with 3 different brands: "Dafiti" in Latin America (Brazil, Colombia), "Zalora" in Southeast Asia (Indonesia, Philippines, Singapore, Malaysia, Hong Kong) and "The Iconic" in Australia and New Zealand.

### History

In 2014, Kinnevik AB, Rocket Internet and other co-investors decided to combine Dafiti, Jabong, Lamoda, Namshi, Zalora and The Iconic to create a new global fashion e-commerce group, incorporated under the name Global Fashion Group in Luxembourg. These regional companies were founded between 2011 and 2012 and were operating as online retailers in the fashion segment in over 23 countries with a clear focus on emerging markets.

In 2016, GFG launched its marketplace platform to complement its traditional inventory-led business model. In addition, GFG divested from non-core markets by selling Jabong (India) to Flipkart, Zalora´s business in Thailand and Vietnam to Central Group and by exiting Mexico.

In 2019, GFG sold its stake in Namshi and thereby left the Middle East region. In July, € 180m were raised by performing an IPO on the Frankfurt Stock Exchange.

In December 2022, GFG divested from Lamoda and exited the CIS region (Russia, Belarus, Kazakhstan) following Ukraine invasion for €95m net proceeds. Lamoda made up 36% of 2021 Group NMV and delivered €31m adj. EBITDA, which left the Group materially smaller and created the need for corporate restructuring and right-sizing of costs.

### Management Board

Christoph Barchewitz,
CEO

Helen Hickman,
CFO

Company data, NuWays

### Christoph Barchewitz - CEO

Mr. Barchewitz has extensive expertise and many years of experience in business and operational development in the e-commerce sector. Mr. Barchewitz has served as CEO since 2018, initially as Co-CEO until 2023, following his position as Investment Director at Kinnevik AB and several board positions as he oversaw the ecommerce investment portfolio. Prior to that, he worked as Executive Director / VP in TMT investment banking at Goldman Sachs and Consultant with a TMT focus at Solon Management Consulting. Mr. Barchewitz holds a Masters degree in Public Administration from Columbia University / New York City and is a Business Graduate from University of Mannheim. Furthermore, Mr. Barchewitz is Chairman of the Supervisory Board at Westwing Group SE, a listed European home & living ecommerce business, and a non-executive director of Gousto, a private UK meal kit business.

**Helen Hickman - CFO**

Helen Hickman has over 20 years of experience in the field of corporate finance. She was appointed CFO in 2023, but joined GFG's management board in 2025 and had been working as the company's Director of Group Finance for several years. Before that, she held several positions in the finance department of Tesco. Mrs. Hickman holds a bachelor s degree in Accounting & Finance from the University of Leeds and a FCMA certificate of The Chartered Institute of Management Accountants.

**Supervisory Board**

Cynthia Gordon (Chairman) | Georgi Ganev | Carol Shen | Laura Weil | John Baker

Source: NuWays

GFG´s supervisory board consists of 5 members:

**Cynthia Gordon (Chairman)**

Cynthia Gordon has extensive experience in operational and strategic matters gained from her roles in the digital and telecommunication sector. Prior to becoming chairman of GFG´s supervisory board, Ms. Gordon held various leadership roles, such as CEO of Millicom Africa, COO of Ooredoo Group, VP Partnerships & Emerging Markets and VP Business Marketing at Orange Telecom. She holds a BA in Business Studies from Brighton University.

**Georgi Ganev**

Georgi Ganev is the CEO of GFG´s largest shareholder, Kinnevik AB, and has gained substantial experience in strategic and operational matters in the e-commerce and telecommunications sectors. Prior to his role at Kinnevik AB, he served as CEO of Dustin Group AB, a holding company engaged in the online distribution of IT products and services. Mr. Ganev holds an MSc. in Information Technology from Uppsala University.

**Carol Shen**

During her roles as President of Gucci in China and Managing Director of The Estée Lauder Companies in China, Carol Shen gained extensive operational and strategic experience in the retail and beauty business. She holds an MSc. in Advertising from Northwestern University and a Bachelor´s degree from the Law Department at Taiwan University.

**Laura Weil**

Laura Weil has extensive financial, strategic information technology and operating skills developed over many years as an investment banker and senior financial operating executive in the retail sector. Additionally, Ms. Weil also brings specialist knowledge in the fields of accounting and auditing as well as significant experience in global digital transformation and consumer strategies. She holds an BA in Art History and Government from Smith College and an MBA from Columbia University.

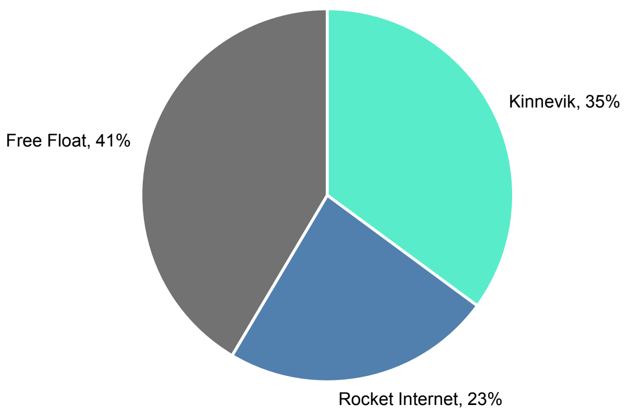
#### John Baker

John Baker has spent a large part of his career at PricewaterhouseCoopers (PwC), where he most recently served as Lead Relationship Partner and Group Audit Partner, up to his retirement in 2020. In addition, he has held various Board and Audit Committee positions across a wide range of sectors and brings extensive business, auditing and ESG expertise to GFG´s supervisory board.

### Shareholder structure

GFG currently has 225.6m shares outstanding. Around 60% are held by the three largest shareholders, being Kinnevik AB (35.90%, a Swedish investment company), followed by Rocket Internet (23%) via Zerena GmbH (14.86%) and Crestbridge Management Company S.A. (9.12%). After 0.1% of treasury shares, the remainder (around 41%) is attributable to the free float.

**Shareholder Structure**




Source: Company data, NuWays

### Investment Risks

As with any investment, there are certain risks associated with investing in GFG. The key investment risks, in our view, are:

- **Risks due to exposure to Emerging Markets**: Many countries in LATAM and the SEA region are less developed, which can result in specific challenges such as economic volatility, political instability, high inflation rates, currency exchange risks or fluctuating consumer spending patterns.
- **Macroeconomic risks**: The fashion sector is sensitive to macroeconomic conditions. Economic downturns, such as potential recessions in key markets, can lead to decreased consumer spending on non-essential items, which would be directly impacting GFG´s sales.
- **Supply chain risks**: As a fashion e-commerce retailer, GFG relies on complex supply chains across multiple countries. Disruptions due to geopolitical tensions, trade wars or other global events can affect inventory levels and delivery schedules.

- **Risks due to competitive pressure**: The fashion e-commerce market is highly competitive, with both global and local players. While GFG´s strategy of local differentiation seems to be sensible, sustaining this competitive edge requires continuous investments and adaption to local trends,

- **Risks due to changing consumer behaviour**: Consumer preferences can change rapidly, and GFG´s ability to adapt to these changes is crucial for its future business performance. For instance, the rise of fast-fashion brands like Shein, which are expanding their market presence, adds competitive pressure.

- **Regulatory and compliance risks**: Operating in various jurisdictions subjects GFG to differing regulatory environments. Compliance with local laws, including labour practices, taxation and data protection is essential. Non-compliance can result in legal penalties and reputational damage.

## Financials

| Profit and loss (EUR m) | 2022 | 2023 | 2024 | 2025e | 2026e | 2027e |
|---|---|---|---|---|---|---|
| **Sales** | **1,069.2** | **838.0** | **743.5** | **724.0** | **744.9** | **784.0** |
| *Sales growth* | *3.2%* | *-21.6%* | *-11.3%* | *-2.6%* | *2.9%* | *5.3%* |
| Cost of sales | 616.5 | 485.1 | 409.7 | 387.4 | 394.8 | 408.2 |
| **Gross profit** | **452.7** | **352.9** | **333.8** | **336.6** | **350.1** | **375.8** |
| Sales and marketing | 353.4 | 288.3 | 250.2 | 245.5 | 246.2 | 254.9 |
| General and administration | 92.9 | 183.8 | 164.7 | 152.0 | 150.2 | 150.2 |
| Other operating income | 2.8 | 3.4 | 8.8 | 4.3 | 4.5 | 4.7 |
| Other operating expenses | 5.2 | 7.9 | 4.7 | 4.3 | 4.4 | 4.7 |
| **Total operating expenses** | **448.7** | **476.6** | **410.8** | **397.5** | **396.3** | **405.1** |
| **EBITDA** | **-90.3** | **-121.0** | **-24.0** | **-2.8** | **8.3** | **21.9** |
| Adjustments | 48.0 | 62.7 | 3.5 | 3.0 | 2.0 | 0.0 |
| **Adj. EBITDA** | **-42.3** | **-58.3** | **-20.5** | **0.2** | **10.3** | **21.9** |
| Depreciation | 43.9 | 2.7 | 7.8 | 11.4 | 11.4 | 11.4 |
| Amortisation of goodwill | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Amortisation of intangible assets | 9.3 | 54.8 | 50.3 | 46.7 | 43.1 | 39.8 |
| Impairment charges | 0.0 | 0.0 | 5.1 | 0.0 | 0.0 | 0.0 |
| **EBIT (inc revaluation net)** | **-143.5** | **-178.5** | **-82.1** | **-60.9** | **-46.2** | **-29.2** |
| Interest income | 8.4 | 15.9 | 10.0 | 9.5 | 9.0 | 8.6 |
| Interest expenses | 41.3 | 21.7 | 17.7 | 2.7 | 2.7 | 2.7 |
| Investment income | 9.3 | 18.3 | 12.3 | 0.0 | 0.0 | 0.0 |
| Financial result | -23.6 | 12.5 | 4.6 | 6.8 | 6.4 | 5.9 |
| **Recurring pretax income from continuing operations** | **-167.1** | **-166.0** | **-77.5** | **-54.1** | **-39.8** | **-23.3** |
| Extraordinary income/loss | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Earnings before taxes** | **-167.1** | **-166.0** | **-77.5** | **-54.1** | **-39.8** | **-23.3** |
| Income tax expense | 7.7 | 13.9 | 6.6 | 7.2 | 7.8 | 8.9 |
| **Net income from continuing operations** | **-174.8** | **-179.9** | **-84.1** | **-61.3** | **-47.6** | **-32.2** |
| Income from discontinued operations (net of tax) | 21.8 | 1.6 | 1.0 | 0.0 | 0.0 | 0.0 |
| **Net income** | **-196.6** | **-181.5** | **-85.1** | **-61.3** | **-47.6** | **-32.2** |
| Minority interest | -0.3 | -3.1 | -2.6 | -1.5 | -1.2 | -0.8 |
| **Net profit (reported)** | **-196.3** | **-178.4** | **-82.5** | **-59.8** | **-46.4** | **-31.4** |
| Average number of shares | 220.3 | 223.8 | 225.6 | 225.6 | 225.6 | 225.6 |
| **EPS reported** | **-0.89** | **-0.80** | **-0.37** | **-0.26** | **-0.21** | **-0.14** |

| Profit and loss (common size) | 2022 | 2023 | 2024 | 2025e | 2026e | 2027e |
|---|---|---|---|---|---|---|
| **Sales** | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** |
| Cost of sales | 57.7% | 57.9% | 55.1% | 53.5% | 53.0% | 52.1% |
| **Gross profit** | **42.3%** | **42.1%** | **44.9%** | **46.5%** | **47.0%** | **47.9%** |
| Sales and marketing | 33.1% | 34.4% | 33.7% | 33.9% | 33.0% | 32.5% |
| General and administration | 8.7% | 21.9% | 22.2% | 21.0% | 20.2% | 19.2% |
| Other operating income | 0.3% | 0.4% | 1.2% | 0.6% | 0.6% | 0.6% |
| Other operating expenses | 0.5% | 0.9% | 0.6% | 0.6% | 0.6% | 0.6% |
| **Total operating expenses** | **42.0%** | **56.9%** | **55.3%** | **54.9%** | **53.2%** | **51.7%** |
| **EBITDA** | **-8.4%** | **-14.4%** | **-3.2%** | **-0.4%** | **1.1%** | **2.8%** |
| Adjustments | 4.5% | 7.5% | 0.5% | 0.4% | 0.3% | 0.0% |
| **Adj. EBITDA** | **-8.4%** | **-14.4%** | **-3.2%** | **-0.4%** | **1.1%** | **2.8%** |
| Depreciation | 4.1% | 0.3% | 1.0% | 1.6% | 1.5% | 1.5% |
| Amortisation of goodwill | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Amortisation of intangible assets | 0.9% | 6.5% | 6.8% | 6.5% | 5.8% | 5.1% |
| Impairment charges | 0.0% | 0.0% | 0.7% | 0.0% | 0.0% | 0.0% |
| **EBIT (inc revaluation net)** | **-13.4%** | **-21.3%** | **-11.0%** | **-8.4%** | **-6.2%** | **-3.7%** |
| Interest income | 0.8% | 1.9% | 1.3% | 1.3% | 1.2% | 1.1% |
| Interest expenses | 3.9% | 2.6% | 2.4% | 0.4% | 0.4% | 0.3% |
| Investment income | 0.9% | 2.2% | 1.7% | 0.0% | 0.0% | 0.0% |
| Financial result | neg. | 1.5% | 0.6% | 0.9% | 0.9% | 0.8% |
| **Recurring pretax income from continuing operations** | **-15.6%** | **-19.8%** | **-10.4%** | **-7.5%** | **-5.3%** | **-3.0%** |
| Extraordinary income/loss | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| **Earnings before taxes** | **-15.6%** | **-19.8%** | **-10.4%** | **-7.5%** | **-5.3%** | **-3.0%** |
| Tax rate | -4.6% | -8.4% | -8.5% | -13.3% | -19.6% | -38.1% |
| **Net income from continuing operations** | **-16.3%** | **-21.5%** | **-11.3%** | **-8.5%** | **-6.4%** | **-4.1%** |
| **Net income** | **-18.4%** | **-21.7%** | **-11.4%** | **-8.5%** | **-6.4%** | **-4.1%** |
| Minority interest | -0.0% | -0.4% | -0.3% | -0.2% | -0.2% | -0.1% |
| **Net profit (reported)** | **-18.4%** | **-21.3%** | **-11.1%** | **-8.3%** | **-6.2%** | **-4.0%** |

Source: Company data, NuWays

| Balance sheet (EUR m) | 2022 | 2023 | 2024 | 2025e | 2026e | 2027e |
|---|---|---|---|---|---|---|
| Intangible assets | 261.6 | 187.0 | 162.8 | 162.8 | 119.7 | 80.0 |
| Property, plant and equipment | 65.1 | 57.4 | 42.0 | 50.6 | 57.2 | 62.0 |
| Financial assets | 59.4 | 59.0 | 53.8 | 53.8 | 53.8 | 53.8 |
| **FIXED ASSETS** | **386.1** | **303.4** | **258.6** | **267.2** | **230.7** | **195.8** |
| Inventories | 170.2 | 110.5 | 96.4 | 90.1 | 94.0 | 97.2 |
| Accounts receivable | 37.1 | 38.6 | 48.8 | 47.5 | 48.9 | 51.5 |
| Other assets and short-term financial assets | 27.7 | 22.5 | 23.1 | 23.1 | 23.1 | 23.1 |
| Liquid assets | 550.0 | 387.0 | 210.6 | 172.0 | 159.2 | 162.8 |
| Deferred taxes | 2.8 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Deferred charges and prepaid expenses | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **CURRENT ASSETS** | **787.8** | **558.6** | **378.9** | **332.7** | **325.2** | **334.6** |
| **TOTAL ASSETS** | **1,173.9** | **862.0** | **637.5** | **599.9** | **556.0** | **530.4** |
| | | | | | | |
| **SHAREHOLDERS EQUITY** | **475.5** | **295.4** | **213.7** | **186.4** | **138.8** | **102.3** |
| MINORITY INTEREST | 3.3 | 0.3 | -2.5 | -2.5 | -2.5 | -2.5 |
| Long-term liabilities to banks | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Bonds (long-term) | 252.0 | 165.8 | 51.3 | 51.3 | 51.3 | 51.3 |
| other interest-bearing liabilities | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Provisions for pensions and similar obligations | 22.9 | 20.7 | 16.2 | 16.2 | 16.2 | 16.2 |
| Other provisions and accrued liabilities | 105.4 | 92.0 | 84.9 | 84.9 | 84.9 | 84.9 |
| **NON-CURRENT LIABILITIES** | **380.3** | **278.5** | **152.4** | **152.4** | **152.4** | **152.4** |
| Short-term liabilities to banks | 17.0 | 11.9 | 3.6 | 3.6 | 3.6 | 3.6 |
| Accounts payable | 200.5 | 189.0 | 201.3 | 191.1 | 194.7 | 201.3 |
| 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) | 74.0 | 61.7 | 48.1 | 48.1 | 48.1 | 48.1 |
| Deferred taxes | 23.3 | 25.2 | 20.9 | 20.9 | 20.9 | 25.2 |
| Deferred income | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **CURRENT LIABILITIES** | **314.8** | **287.8** | **273.9** | **263.7** | **267.3** | **278.2** |
| **TOTAL LIABILITIES AND SHAREHOLDERS EQUITY** | **1,173.9** | **862.0** | **637.5** | **599.9** | **556.0** | **530.4** |

| Balance sheet (common size) | 2022 | 2023 | 2024 | 2025e | 2026e | 2027e |
|---|---|---|---|---|---|---|
| Intangible assets | 22.3% | 21.7% | 25.5% | 27.1% | 21.5% | 15.1% |
| Property, plant and equipment | 5.5% | 6.7% | 6.6% | 8.4% | 10.3% | 11.7% |
| Financial assets | 5.1% | 6.8% | 8.4% | 9.0% | 9.7% | 10.1% |
| **FIXED ASSETS** | **32.9%** | **35.2%** | **40.6%** | **44.5%** | **41.5%** | **36.9%** |
| Inventories | 14.5% | 12.8% | 15.1% | 15.0% | 16.9% | 18.3% |
| Accounts receivable | 3.2% | 4.5% | 7.7% | 7.9% | 8.8% | 9.7% |
| Other assets and short-term financial assets | 2.4% | 2.6% | 3.6% | 3.9% | 4.2% | 4.4% |
| Liquid assets | 46.9% | 44.9% | 33.0% | 28.7% | 28.6% | 30.7% |
| Deferred taxes | 0.2% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Deferred charges and prepaid expenses | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| **CURRENT ASSETS** | **67.1%** | **64.8%** | **59.4%** | **55.5%** | **58.5%** | **63.1%** |
| **TOTAL ASSETS** | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** | **100.0%** |
| | | | | | | |
| **SHAREHOLDERS EQUITY** | **40.5%** | **34.3%** | **33.5%** | **31.1%** | **25.0%** | **19.3%** |
| MINORITY INTEREST | 0.3% | 0.0% | -0.4% | -0.4% | -0.4% | -0.5% |
| Long-term liabilities to banks | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Bonds (long-term) | 21.5% | 19.2% | 8.0% | 8.6% | 9.2% | 9.7% |
| other interest-bearing liabilities | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Provisions for pensions and similar obligations | 2.0% | 2.4% | 2.5% | 2.7% | 2.9% | 3.1% |
| Other provisions and accrued liabilities | 9.0% | 10.7% | 13.3% | 14.2% | 15.3% | 16.0% |
| **NON-CURRENT LIABILITIES** | **32.4%** | **32.3%** | **23.9%** | **25.4%** | **27.4%** | **28.7%** |
| Short-term liabilities to banks | 1.4% | 1.4% | 0.6% | 0.6% | 0.6% | 0.7% |
| Accounts payable | 17.1% | 21.9% | 31.6% | 31.8% | 35.0% | 38.0% |
| 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) | 6.3% | 7.2% | 7.5% | 8.0% | 8.7% | 9.1% |
| Deferred taxes | 2.0% | 2.9% | 3.3% | 3.5% | 3.8% | 4.8% |
| Deferred income | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| **CURRENT LIABILITIES** | **26.8%** | **33.4%** | **43.0%** | **43.9%** | **48.1%** | **52.5%** |
| **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) | 2022 | 2023 | 2024 | 2025e | 2026e | 2027e |
|---|---|---|---|---|---|---|
| Net profit/loss | -196.6 | -181.5 | -85.1 | -61.3 | -47.6 | -32.2 |
| Depreciation of fixed assets (incl. leases) | 43.9 | 2.7 | 7.8 | 11.4 | 11.4 | 11.4 |
| Amortisation of goodwill & intangible assets | 9.3 | 54.8 | 50.3 | 46.7 | 43.1 | 39.8 |
| Other costs affecting income / expenses | 193.6 | 50.5 | -6.1 | -15.0 | 0.0 | 0.0 |
| Cash flow from operating activities | 39.4 | -102.7 | -73.0 | -79.0 | -49.2 | -31.4 |
| Increase/decrease in inventory | -21.7 | 54.5 | 10.4 | 6.3 | -3.9 | -3.2 |
| Increase/decrease in accounts receivable | 5.4 | -1.8 | -12.9 | 1.3 | -1.4 | -2.6 |
| Increase/decrease in accounts payable | 26.0 | -13.7 | 23.5 | -10.2 | 3.6 | 6.6 |
| Increase/decrease in other working capital positions | 36.4 | -8.5 | 1.7 | 0.0 | 0.0 | 0.0 |
| Increase/decrease in working capital | 46.1 | 30.5 | 22.7 | -2.7 | -1.6 | 0.9 |
| **Cash flow from operating activities** | **92.6** | **-45.2** | **-14.9** | **-20.9** | **5.2** | **19.8** |
| CAPEX | 22.6 | 4.3 | 3.9 | 20.0 | 18.0 | 16.2 |
| Payments for acquisitions | 44.8 | 24.3 | 25.7 | 0.0 | 0.0 | 0.0 |
| Financial investments | 29.4 | 77.5 | 159.7 | 0.0 | 0.0 | 0.0 |
| Income from asset disposals | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Cash flow from investing activities** | **-38.0** | **48.9** | **130.1** | **-20.0** | **-18.0** | **-16.2** |
| Cash flow before financing | -4.2 | -151.3 | -204.2 | -40.9 | -12.8 | 3.6 |
| Increase/decrease in debt position | -121.9 | -99.5 | -130.6 | 0.0 | 0.0 | 0.0 |
| Purchase of own shares | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Capital measures | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Dividends paid | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Others | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Effects of exchange rate changes on cash | -9.7 | 0.5 | 0.1 | 0.0 | 0.0 | 0.0 |
| **Cash flow from financing activities** | **-121.9** | **-99.5** | **-130.6** | **0.0** | **0.0** | **0.0** |
| Increase/decrease in liquid assets | -135.8 | -250.3 | -334.7 | -40.9 | -12.8 | 3.6 |
| **Liquid assets at end of period** | **323.5** | **228.2** | **212.9** | **172.0** | **159.2** | **162.8** |

| Key ratios (EUR m) | 2022 | 2023 | 2024 | 2025e | 2026e | 2027e |
|---|---|---|---|---|---|---|
| **P&L growth analysis** | | | | | | |
| Sales growth | 3.2% | -21.6% | -11.3% | -2.6% | 2.9% | 5.3% |
| EBITDA growth | 40.2% | 34.0% | -80.2% | -88.1% | -391.3% | 164.5% |
| EBIT growth | 31.3% | 24.4% | -54.0% | -25.8% | -24.2% | -36.7% |
| EPS growth | 55.0% | -10.5% | -54.1% | -27.5% | -22.4% | -32.3% |
| **Efficiency** | | | | | | |
| Sales per employee | 175.2 | 165.3 | 189.6 | 185.1 | 191.4 | 202.4 |
| EBITDA per employee | -14.8 | -23.9 | -6.1 | -0.7 | 2.1 | 5.7 |
| No. employees (average) | 6,101 | 5,071 | 3,922 | 3,912 | 3,893 | 3,873 |
| **Balance sheet analysis** | | | | | | |
| Avg. working capital / sales | 1.0% | -2.0% | -6.5% | -7.6% | -7.1% | -6.7% |
| Inventory turnover (sales/inventory) | 3.6 | 4.4 | 4.2 | 4.3 | 4.2 | 4.2 |
| Accounts receivable turnover | 12.7 | 16.8 | 24.0 | 24.0 | 24.0 | 24.0 |
| Accounts payable turnover | 118.7 | 142.2 | 179.3 | 180.0 | 180.0 | 180.0 |
| **Cash flow analysis** | | | | | | |
| Free cash flow | 70.0 | -49.5 | -18.8 | -40.9 | -12.8 | 3.6 |
| Free cash flow/sales | 6.5% | -5.9% | -2.5% | -5.6% | -1.7% | 0.5% |
| FCF / net profit | neg. | 27.3% | 22.1% | 66.7% | 26.9% | neg. |
| Capex / sales | 4.9% | 9.8% | 22.0% | 2.8% | 2.4% | 2.1% |
| **Solvency** | | | | | | |
| Net debt | -281.0 | -209.3 | -155.7 | -117.1 | -104.3 | -107.9 |
| Net Debt/EBITDA | 3.1 | 1.7 | 6.5 | 41.2 | -12.6 | -4.9 |
| Dividend payout ratio | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Interest paid / avg. debt | 13.0% | 9.7% | 15.2% | 4.8% | 4.8% | 4.8% |
| **Returns** | | | | | | |
| ROCE | -14.8% | -24.4% | -17.2% | -17.2% | -14.6% | -10.7% |
| ROE | -41.3% | -60.4% | -38.6% | -32.1% | -33.4% | -30.7% |
| Adjusted FCF yield | -146.1% | 177.6% | 60.9% | 69.4% | 63.4% | 43.0% |
| Dividend yield | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| DPS | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| EPS reported | -0.89 | -0.80 | -0.37 | -0.26 | -0.21 | -0.14 |
| Average number of shares | 220.3 | 223.8 | 225.6 | 225.6 | 225.6 | 225.6 |
| **Valuation ratios** | | | | | | |
| P/BV | 0.1 | 0.2 | 0.3 | 0.3 | 0.4 | 0.6 |
| EV/sales | -0.2 | -0.2 | -0.1 | -0.1 | -0.0 | -0.0 |
| EV/EBITDA | 4.7 | 2.2 | 5.1 | -272.6 | -2.9 | -1.5 |
| EV/EBIT | 1.4 | 0.7 | 1.3 | 0.7 | 0.6 | 1.1 |

Source: Company data, NuWays

# Disclosures

Disclosures regarding research publications of NuWays AG pursuant to section 85 of the German Securities Trading Act (WpHG)

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| Company | Disclosures |
|---|---|
| Global Fashion Group S.A. | 2,8 |

## Historical target price and rating changes for Global Fashion Group S.A.

| Company | Date | Analyst | Rating | Target Price | Close |
|---|---|---|---|---|---|

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