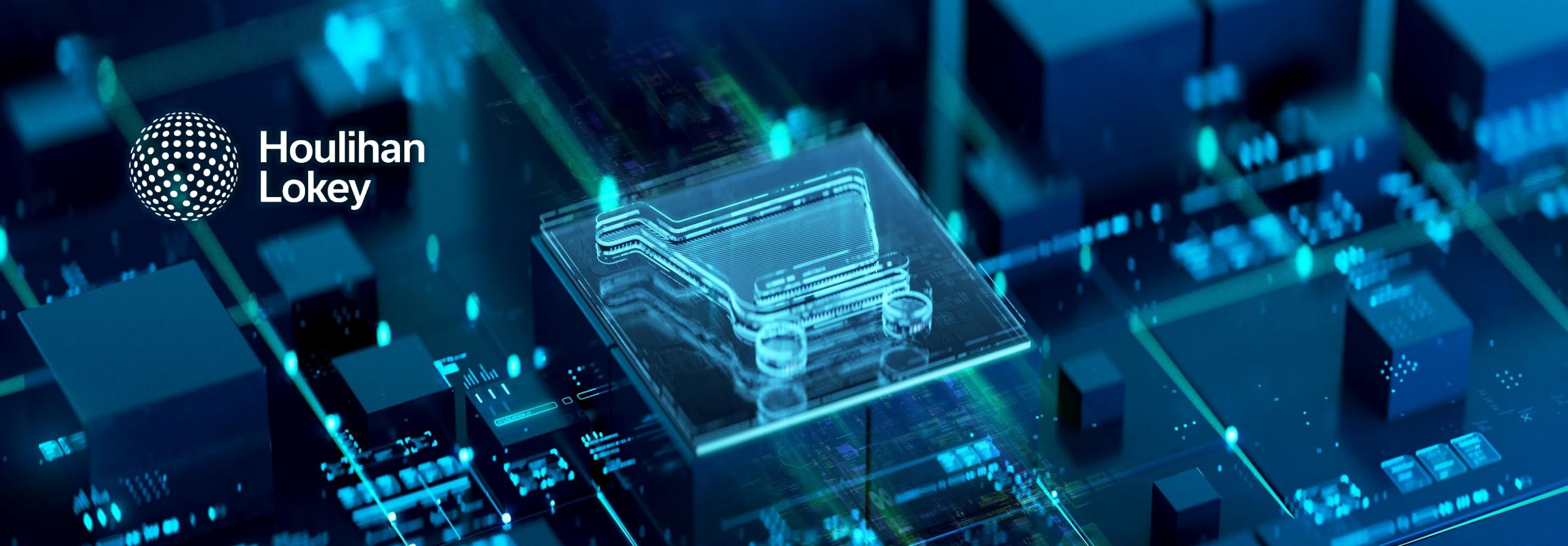




Houlihan  
Lokey



Digital Pulse Check  
Insights Into the  
Digital Consumer Platforms Sector

Summer 2025

# Introducing Our Digital Consumer Platforms Team

The digital consumer platforms team, which operates within Houlihan Lokey's Consumer Group, has earned a reputation for providing superior service and achieving outstanding results in M&A advisory, capital raising, restructuring, and financial and valuation advisory services.

The global Consumer Group has more than 125 dedicated advisors located in 11 offices around the world and has built a reputation as a trusted advisor to companies in the consumer industry. We do this by combining our extensive market capabilities with our in-depth industry knowledge to help maximize shareholder value for our clients. When our experience is combined with our comprehensive understanding of the industry's financial, regulatory, and competitive dynamics, we are able to more effectively analyze a full range of strategic options, such as mergers, acquisitions, divestitures, capital raising, and asset sale transactions.

## Team Members



**Thomas Egli**  
Managing Director  
[Thomas.Egli@HL.com](mailto:Thomas.Egli@HL.com)  
+41 43 499 43 41



**Alexander Grünwald**  
Global Co-Head of Consumer Group  
[Alexander.Gruenwald@HL.com](mailto:Alexander.Gruenwald@HL.com)  
+41 43 499 43 47



**Tobias Schultheiss**  
European Head of Technology  
Group  
[Tobias.Schultheiss@HL.com](mailto:Tobias.Schultheiss@HL.com)  
+49 69 204346416



**Joe Schöler**  
Vice President  
[Joe.Schoeler@HL.com](mailto:Joe.Schoeler@HL.com)  
+41 43 499 43 42



**Matthias Niedermeyer**  
Associate  
[Matthias.Niedermeyer@HL.com](mailto:Matthias.Niedermeyer@HL.com)  
+41 43 499 43 37

## Contact Us

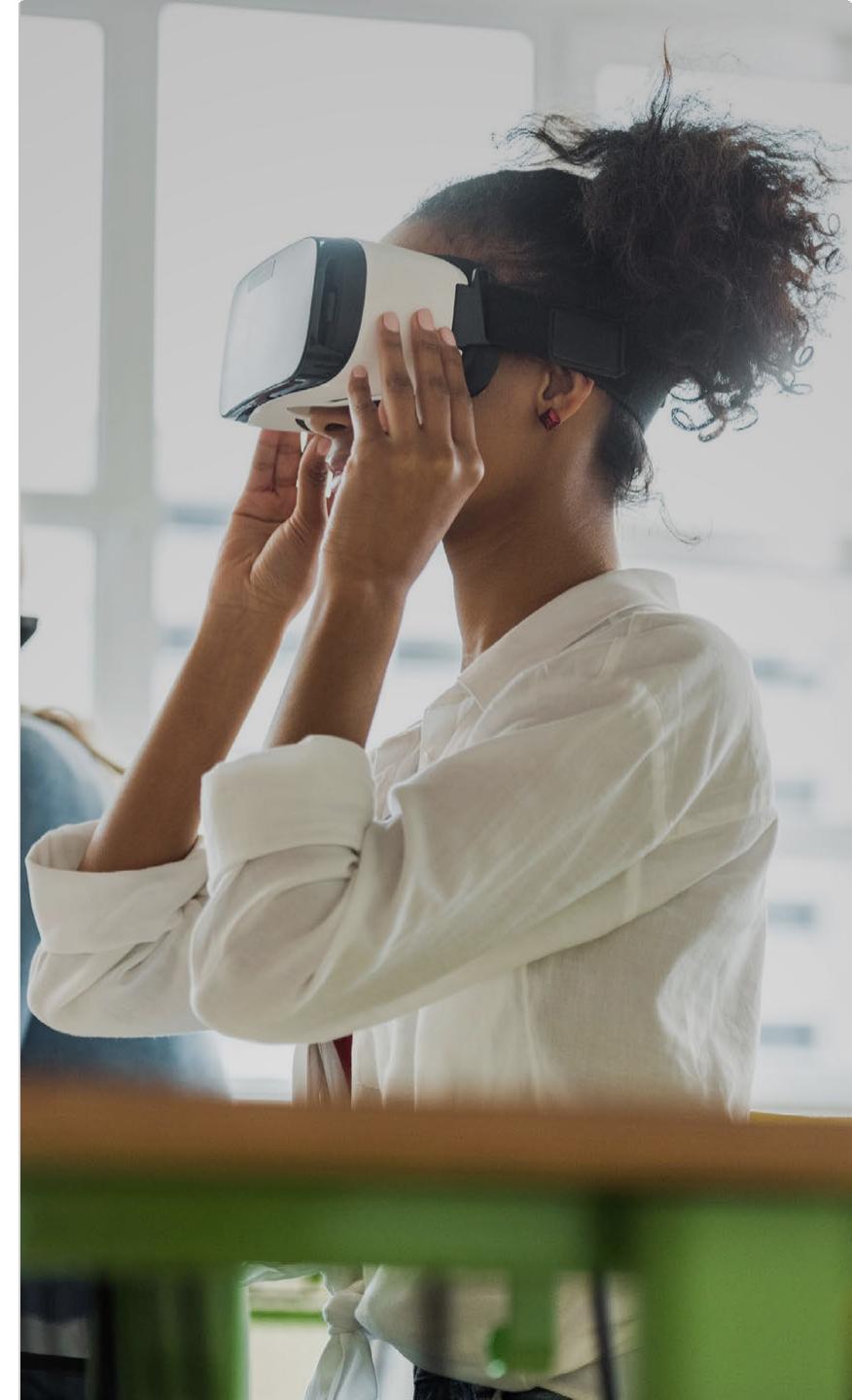
Please reach out to us to discuss this market update or to explore how we can serve your business needs.



Request a Meeting



Learn More About Us



# Broad Thematic Coverage and Experience Within the Digital Consumer Platforms Sector



## Subscription-Based Consumer Services



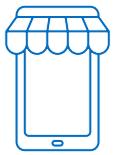
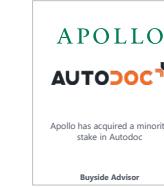
A recurring revenue model in which users regularly pay for continued access to digital products or services. Common in various apps, it drives retention, engagement, and predictable growth.



## D2C and E-Commerce



D2C brands sell products directly to consumers through their own online platforms, while inventory-based e-commerce players are online distributors of third-party and own-branded goods.



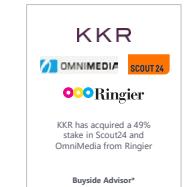
## Marketplaces



## Classifieds/Leads



Online listings and lead generation platforms match buyers with sellers or service providers, often monetizing through listing fees, advertising, or referral payments.





# Table of Contents

01

## Market Snapshot

Recent Trends Within the Broader Digital Consumer Platforms Sector

02

## Sector Deep Dives

Detailed Views on Each Individual Sector Within Our Coverage Area, Including Sector-Specific Trends, Valuation Levels, and KPIs

03

## Case Studies

Further Information on Recent Deals in the Digital Consumer Platforms Sector

04

## About Our Firm

About Houlihan Lokey, Our Offering, and the Digital Consumer Platforms Team

05

## Appendix

Further Information



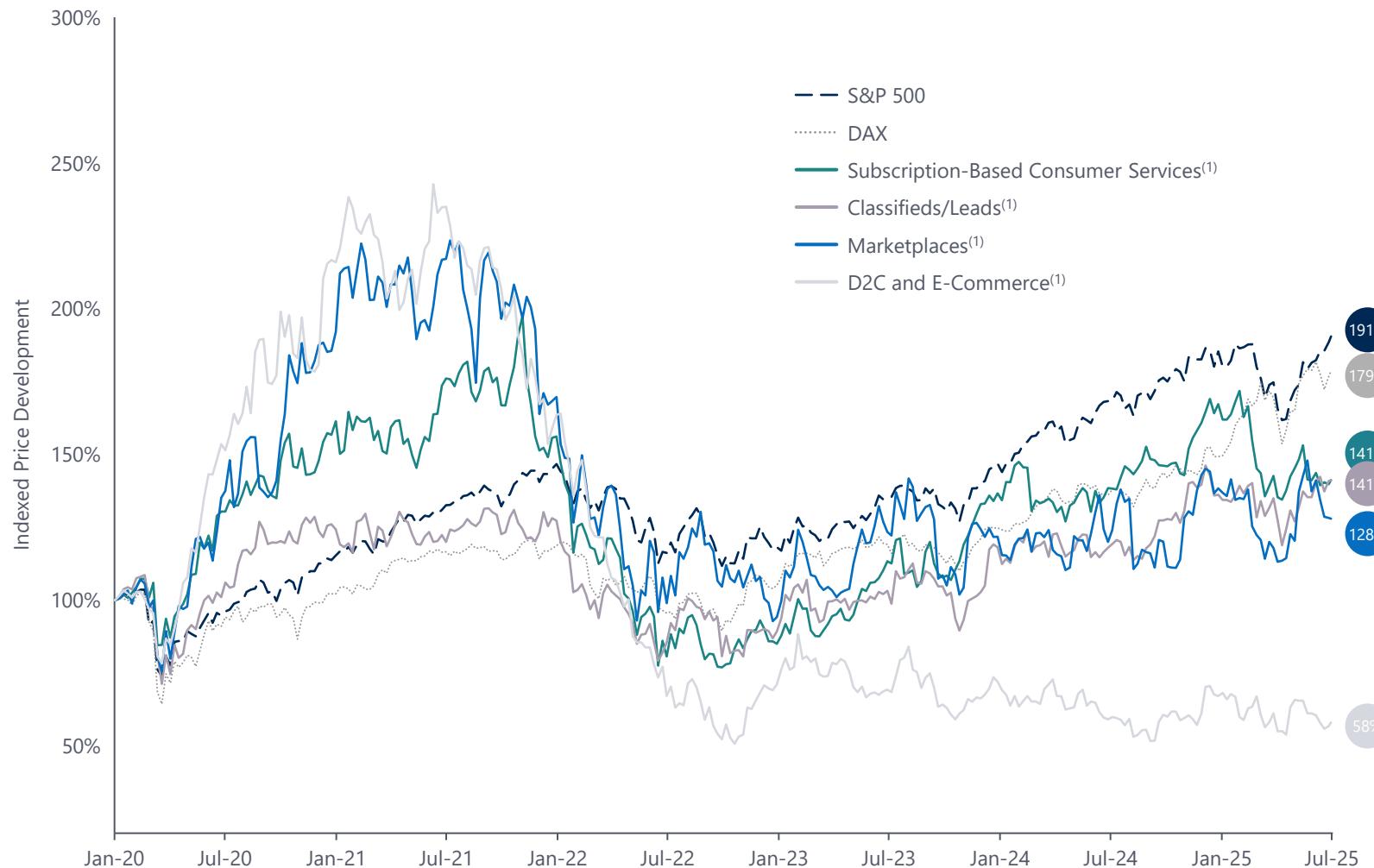
# Market Snapshot

## Recent Trends Within the Broader Digital Consumer Platforms Sector

01

# How the Capital Market Has Evolved Since 2020

From pandemic growth to stabilization, tempered by price pressure and overstock.



Source: S&P Capital IQ as of June 30, 2025.

(1) Please refer to pages 38-42 for detailed information on the companies included in the index.

## Current EV/EBITDA Multiples (NTM)

16.1x	Subscription-Based Consumer Services	11.5x	D2C and E-Commerce
14.8x	Marketplaces	19.2x	Classifieds/Leads

## From Rapid Expansion to Challenges

The sector emerged from pandemic-driven growth straight into a period of inflation and war, facing weak consumer sentiment and higher costs. Subscriptions, marketplaces, and classifieds stayed resilient through operational gains, while D2C and e-commerce lagged with overstock, price pressure, and slow margin recovery. Focus has shifted to cost control, inventory management, and efficiency.

# Digital Consumer Platforms Trends and Developments

Six key trends—specialization, social aspects, AI, monetization, regulation, and increasing competition—are shaping the digital consumer platforms world.

01

## SPECIALIZATION OVER GENERALIZATION

Consumers increasingly prefer platforms that are deeply focused on a specific category or use case, whether it is shopping, services, or content. This applies across marketplaces, apps, and lead generation platforms. Generalist platforms may offer convenience, but they often lack depth, trust, and relevance. Specialized platforms deliver better UX, richer content, and more tailored offerings, making them more attractive for repeat engagement.

Runna (AI-powered running plans), Hinge Health (digital physical therapy), and Partiful (event planning) are “category killers” in their domains.

Chrono24 (luxury watches), Zocdoc (healthcare appointments), and Vinted (fashion resale) outperform broader platforms in conversion and retention.

02

## MOBILE-FIRST AND SOCIAL ASPECTS

Mobile remains the dominant interface, but the deeper shift is toward socially driven engagement. Consumers increasingly discover, validate, and share experiences through social networks—not just for shopping, but for inspiration, learning, and community. The consumer journey is now shaped by peer influence, creator content, and social proof, especially among younger demographics.

Pinterest and Instagram are inspiration engines; TikTok and Reddit are used for discovery and validation.

Platforms like Strava and Runna integrate social features to enhance motivation and community.

## Specialized Platforms

70% of customers prefer shopping on specialized platforms over “everything stores.”

2x–3x higher conversion rates for specialized platforms compared to generalist ones.

## Social Media Influence

70% of consumers are influenced by social media when making decisions.

54% research products or services on social platforms before engaging.

30% YoY growth for specialized platforms like Vinted and Chrono24 (8% for generalists).

## Digital Consumer Platforms **Trends and Developments** (cont.)

Six key trends—specialization, social aspects, AI, monetization, regulation, and increasing competition—are shaping the digital consumer platforms world.

---

**03****AI ADOPTION**

Personalization demand is driving AI adoption in two directions: consumer-facing features and back-end automation. On the front end, users expect tailored recommendations, adaptive plans, and dynamic interfaces. On the back end, providers use AI for product selection, coding, pricing, and campaign orchestration. AI is no longer optional; it is foundational for scalable personalization and operational efficiency.

Spotify's Smart Shuffle and Netflix's Top Picks are evolving with more contextual AI.

D2C brands like ThirdLove, Allbirds, and Glossier use AI for personalized marketing, product recommendations, and inventory optimization.

---

**04****NEW MONETIZATION STREAMS**

Consumer technology players are diversifying revenue models beyond ads and subscriptions. In Europe and the United States, monetization is evolving through creator tools, tiered access, microtransactions, value chain expansion, and hybrid models. These approaches align better with user engagement and value, especially in content-rich and community-led platforms.

Spotify and Substack offer creator monetization and premium tiers.

Duolingo combines freemium with in-app purchases and ads.

AllTrails+, Strava Premium, and Runna use tiered subscriptions and pay-per-feature models.

**Personalization and Optimization**

**>30%** of efficiency gains, reported by companies using AI for back-end automation.

**80%** of consumers are more likely to buy from brands offering personalized experiences.

**Freemium and Ad-Support**

**>55%** of consumer app revenue in Europe comes from subscription models.

**3x** higher retention is shown by freemium models with upsell options than with pure-paid subscriptions.

## Digital Consumer Platforms **Trends and Developments** (cont.)

Six key trends—specialization, social aspects, AI, monetization, regulation, and increasing competition—are shaping the digital consumer platforms world.

---

**05****TRUST, SAFETY, AND REGULATION**

Trust is now a competitive advantage. Consumers are more aware of how their data is used and demand transparency, control, and ethical handling. This is especially critical for subscriptions, marketplaces, and lead generation platforms. Regulations like GDPR, DSA, DMA, and the AI Act are reshaping how and where companies can operate, often influencing geographic revenue strategies.

Apple delayed AI rollouts in Europe due to regulatory uncertainty.

Meta paused EU data usage for AI training after GDPR challenges.

The EU's Digital Services Act and DMA impose strict rules on content moderation, data usage, and platform interoperability.

---

**06****INCREASING COMPETITION FROM ASIA**

Asian consumer technology companies are aggressively expanding into Europe, offering innovation, affordability, and localized services. Their penetration is growing not just in hardware but in digital services, marketplaces, and FinTech. European players face rising pressure to differentiate and innovate.

Temu and Shein now drive more than 10% of cross-border e-commerce traffic in Western Europe.

ByteDance and Alibaba are expanding into content and commerce platforms.

Asian firms are opening European headquarters to localize operations and comply with EU regulations.

**Geographical Disputes**

64% of consumers mistrust at least one industry to protect their data.

€6.7B total EU fines against U.S. tech firms.

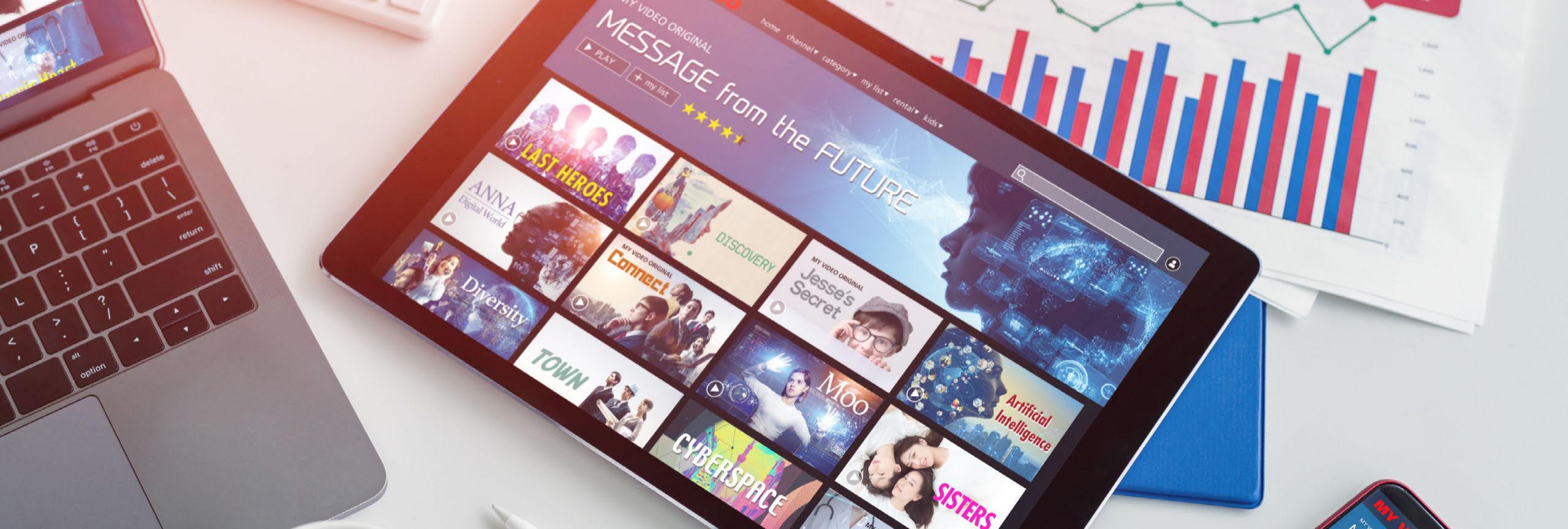
90% are willing to share data if there is a clear value exchange.

**Asian Influence**

>€1B in retail revenue contributed by Asian tech firms in Europe.

€11.1B investments from East Asian firms into European tech in 2024.

**EU-Based Players**  
cite “unfair competitive advantages” enjoyed by non-EU marketplaces.



## Sector Deep Dive

### Subscription-Based Consumer Services

02



# Key Trends Subscription-Based Consumer Services

An emphasis on integrated ecosystems, user-centric design, regional adaptation, AI-driven pricing, and regulatory alignment.

## Subscription Platforms Transform Into Multi-Service Ecosystems to Boost Retention and Scale

Subscription platforms are evolving into multi-service ecosystems that combine entertainment, functionality, cloud storage, and even retail benefits in a single package. By bundling multiple services, platforms increase user retention and reduce friction across touchpoints, embedding customers more deeply into their ecosystems.

**For example,** Apple One offers music, TV, cloud storage, and fitness in one plan, while Amazon Prime combines video, music, shipping, and more. This model benefits large platforms with cross-service capabilities but poses challenges for niche players, who risk being out-bundled unless they specialize or form partnerships.

## AI-Driven Hyper-Personalization Redefines User Engagement and Platform Loyalty

AI-powered hyper-personalization is shifting platforms away from broad segmentation to real-time, individual-level customization. By tailoring content, offers, and user experience based on unique behavior, platforms are driving higher user engagement and long-term loyalty.

**For example,** Runna adapts running plans to user goals and feedback, Spotify's Smart Shuffle selects music in real time, and Duolingo adjusts learning paths to individual progress. This trend favors platforms with strong AI and data infrastructure, while those lacking such capabilities risk losing users to more personalized alternatives.

## Global Subscription Growth Fueled by Localized Bundles and Regional Adaptation

To expand globally, subscription platforms are adopting localized bundles that include region-specific pricing, content, and partnerships. This strategy improves relevance and helps overcome cultural and economic barriers in diverse markets.

**For example,** Netflix produces local content and adjusts pricing by region, while YouTube Premium and Spotify collaborate with telecom providers in emerging markets to bundle services. This benefits global players with the resources to localize effectively, while smaller platforms may struggle with the high demands of regional adaptation.

## AI Enables Adaptive Pricing and Tailored Content to Boost Monetization and Retention

AI is transforming how platforms personalize both pricing and content. By analyzing user behavior, engagement patterns, and churn risk, platforms can adjust prices and deliver highly relevant content in real time, improving customer lifetime value and monetization efficiency.

**For example,** HBO Max and Peacock use tiered pricing based on ad tolerance and user engagement, while D2C brands like Allbirds and ThirdLove personalize product recommendations and promotions through AI. This benefits companies with strong data science teams, but success depends on transparent and fair implementation.

## Digital Fairness Act Forces Subscription Platforms to Rethink User Experience Design

The upcoming Digital Fairness Act in the EU targets dark patterns, manipulative design, and difficult cancellation flows. Subscription platforms will need to adapt their user experience to comply, which could reduce friction for users but also raise short-term churn risk.

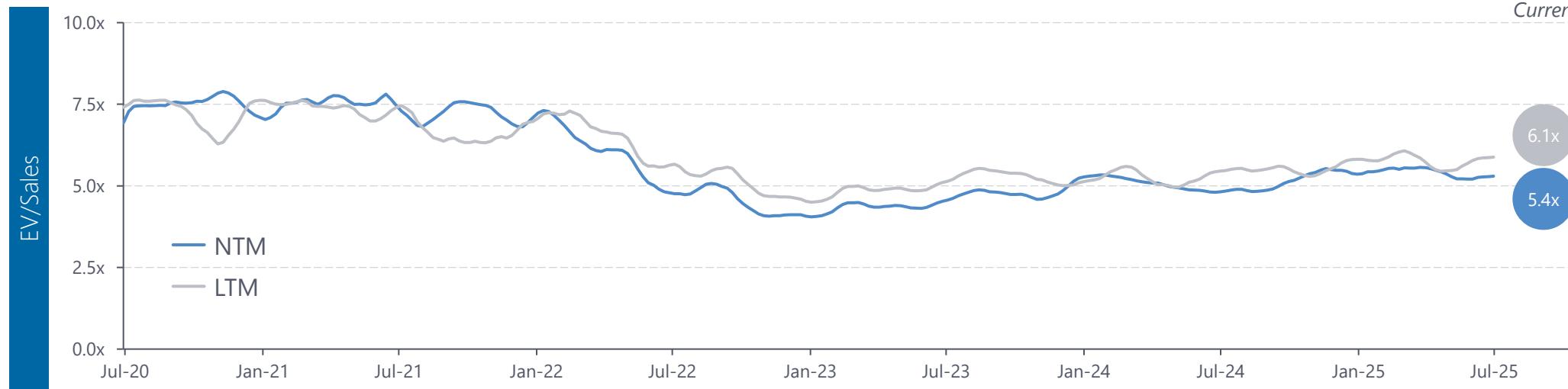
**For example,** Meta and Apple have delayed or modified features in the EU in response to regulatory pressure. The Act requires one-click cancellation and prohibits pre-checked boxes and misleading interfaces. While compliance may initially be costly, it supports long-term trust and a more user-centric design.

Sources: Observer, Devoteam, Peakcommerce, Sciencespo.

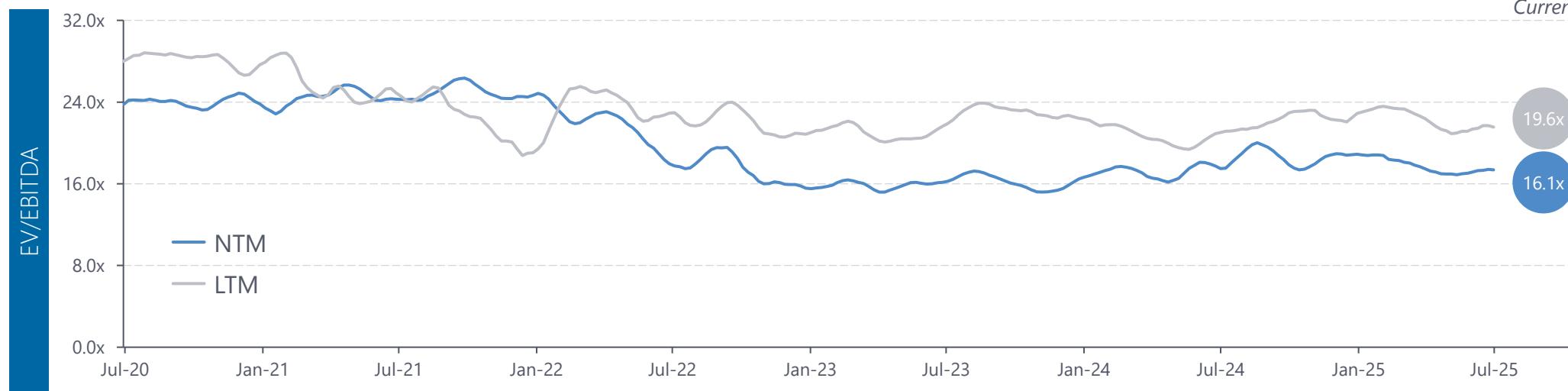
# Development of Valuation Levels for Subscription-Based Consumer Services



Sales multiples recover from 2022 lows as investors continue to believe in the long-term value of subscription models.



L5Y Average	
5.7x	5.9x
L3Y Average	
4.9x	5.3x
LTM Average	
5.3x	5.5x

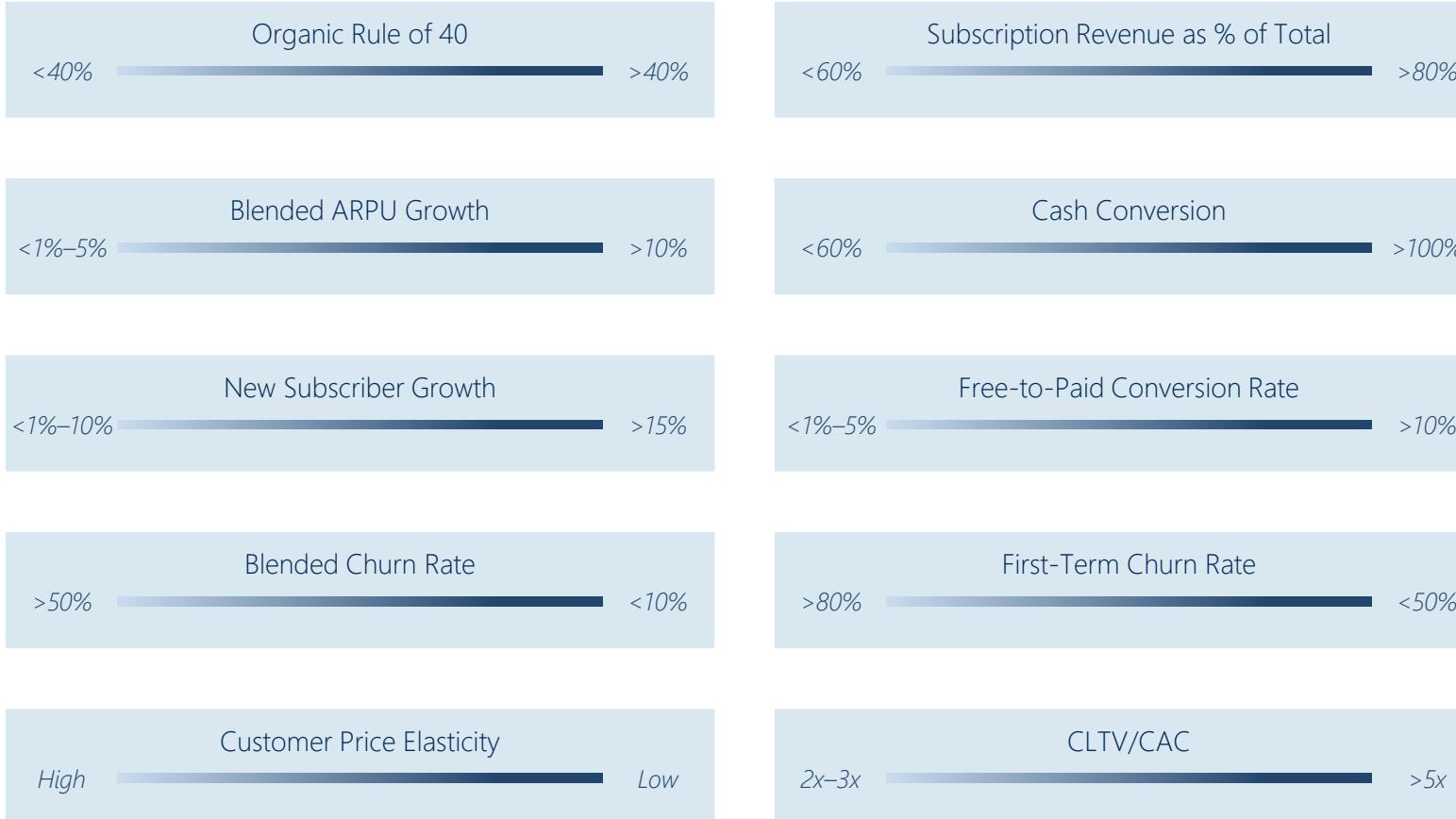


L5Y Average	
19.8x	23.1x
L3Y Average	
17.2x	21.9x
LTM Average	
18.2x	22.2x

Source: S&P Capital IQ as of June 30, 2025.

# KPI Overview for Subscription-Based Consumer Services

Renewed focus on financial sustainability and increased demand for transparency.



## Assessment

### Profitability Focus

After years of prioritizing growth, the strategic focus has now shifted back toward profitability. This renewed emphasis on sustainable financial performance has brought benchmarks like the "Rule of 40" back into prominence for evaluating business health, guiding both operational decisions and investor confidence.

### Enhanced Investor Understanding

Investors have become increasingly sophisticated and specialized, demonstrating a deeper interest in understanding the intricacies of business models. They now expect comprehensive transparency on key performance drivers, including cohort analysis, monetization strategies, and churn metrics. As such, it is essential for companies to be fully prepared to address detailed due diligence inquiries on these topics, ensuring that data is not only accurate and up to date but also clearly aligned with the company's long-term strategic narrative.



## Sector Deep Dive D2C and E-Commerce

02



## Key Trends D2C and E-Commerce

Immersive experiences, recurring models, sustainability, supply control, and compliant checkout shape D2C success.

### D2C Brands Blend Physical and Digital Touchpoints to Create Seamless Phygital Experiences

Direct-to-consumer brands are merging physical and digital retail to build immersive and convenient shopping experiences. Through technologies like AR try-ons, live video commerce, and smart in-store tools, brands aim to meet rising consumer expectations across all channels.

**For example,** Reformation offers tech-enabled fitting rooms with tablet controls, Nordstrom runs live video shopping events with real-time interaction, and Marks & Spencer uses an AR app to guide in-store navigation. This trend rewards brands that invest in omnichannel innovation but poses challenges for those lacking tech capabilities or store presence.

### D2C Brands Embrace Subscriptions to Drive Retention and Predictable Revenue Growth

Direct-to-consumer brands are increasingly adopting subscription models to improve customer lifetime value and reduce acquisition costs. Subscriptions offer convenience, predictability, and personalized experiences, particularly in sectors like wellness, pet care, and fashion.

**For example,** Scratch Pet Food delivers personalized nutrition plans through a subscription model. The global subscription e-commerce market is expected to significantly outgrow the traditional part over the coming years. While the model supports retention and margin stability, it requires strong user experience and reliable fulfillment to minimize churn.

### Increased Use of AI-Driven Content Automation Enhances Personalization and Conversion

AI-driven merchandising and content automation are rapidly emerging among online retailers. By leveraging real-time analytics, AI dynamically curates product assortments based on user behavior, inventory levels, and external signals, while generative AI enables the rapid production of tailored content across channels, resulting in more agile marketing, improved personalization, and higher conversion rates.

**For example,** Shopify merchants use AI tools to auto-adjust product displays and personalize recommendations, while platforms such as Jasper and Canva enable the creation of ad copy, visuals, and localized content for diverse markets.

### Online Retail Invests in In-House Logistics to Control Fulfillment and Elevate Customer Experience

To improve delivery speed, customer experience, and data control, online retailers are building their own logistics infrastructure. This includes setting up warehouses, adopting robotics, and deploying warehouse management systems to streamline operations.

**For example,** online retailers are implementing in-house fulfillment to ensure quality and faster shipping, using technologies like automated pick-to-light systems and real-time inventory tracking. While this enhances customer satisfaction and operational control, it requires significant capital and can be complex to scale.

### Duty-Paid Checkout Gains Traction in EU to Boost Transparency and Cross-Border Sales

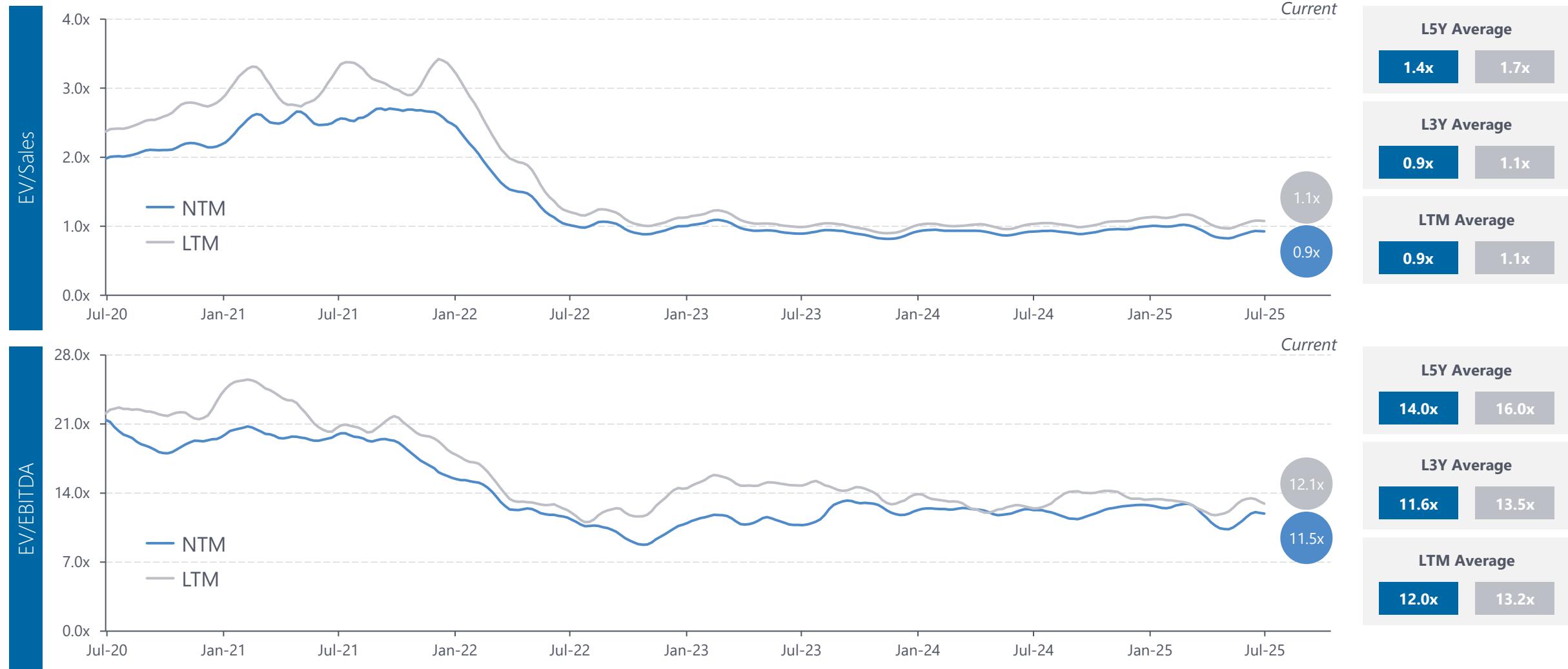
With rising cross-border e-commerce, EU regulations are driving the adoption of duty-paid checkout, where all import duties and taxes are calculated and paid upfront. This reduces delivery surprises, improves customer satisfaction, and aligns with EU consumer protection rules.

**For example,** platforms like Zalando and ASOS now offer duty-paid options across the EU. New regulations like the geo-blocking ban and the Digital Services Act demand clear pricing and equal treatment of consumers. While this builds trust and improves conversion, it adds operational complexity and puts pressure on margins, especially for smaller sellers.



## Development of Valuation Levels for D2C and E-Commerce

Sales multiples deteriorated in 2022 (post 2021 highs) but have remained steady with low volatility, while EV/EBITDA is slightly recovering.



Source: S&P Capital IQ as of June 30, 2025.

# KPI Overview for D2C and E-Commerce

Efficiency and retention as core pillars of sustainable D2C growth.



## Assessment

### Operational Efficiency Focus

With competition intensifying in the D2C and e-commerce sector, operational efficiency has become a decisive factor for sustainable growth. Key performance indicators such as order fulfillment time and inventory turnover are receiving heightened attention, as they directly impact customer satisfaction and profitability. Businesses are increasingly optimizing logistics and supply chain processes to improve margins while maintaining a strong customer experience.

### Customer Retention and Value Maximization

In an environment where acquisition costs continue to rise, brands are placing greater emphasis on retention metrics such as repurchase rates, visit-to-purchase conversion, and CLTV/CAC ratios. Strong performance in these areas not only extends customer lifetime value but also supports sustainable revenue growth. As a result, companies are investing in loyalty programs, personalized marketing, and improved post-purchase experiences to strengthen long-term customer relationships.



## Sector Deep Dive Marketplaces

02



# Key Trends **Marketplaces**

Winning platforms combine specialization, third-party scale, AI oversight, and embedded logistics to defend market share.

## Localized and Vertical Marketplaces Gain Ground With Tailored Experiences and Niche Focus

Marketplaces are shifting from generalist models to more localized and vertical strategies. Local platforms tailor logistics, payments, and offerings to regional needs, while vertical marketplaces focus on specific categories with curated products and expert engagement.

**For example,** Allegro leads in Central and Eastern Europe with a cross-market model, Skroutz dominates in Greece through local logistics, and vertical players like Chrono24 and Machinio thrive by focusing on niche categories. This benefits regional and specialist platforms but challenges broad marketplaces lacking local or category depth.

## Platform-as-a-Service and Third-Party Seller Models Reshape Marketplace Growth and Strategy

Marketplaces are shifting toward platform-as-a-service, offering logistics, payments, and compliance tools to third-party sellers. This reduces inventory risk, supports faster scaling, and strengthens ecosystem monetization, with many platforms phasing out first-party operations.

**For example,** Shopify powers more than 4.9 million global stores, while Amazon and Alibaba generate most GMV through 3P sellers. The model drives scalability and margin gains but limits control over product quality and brand experience.

## AI Enhances Vendor Vetting and Compliance for Safer, Scalable Marketplaces

AI is reshaping how marketplaces onboard and monitor sellers by automating risk checks and regulatory compliance. Machine learning enables real-time fraud detection and helps platforms scale securely while maintaining trust.

**For example,** tools like IQInvoice and Certa support AI-driven vendor checks, and marketplaces use AI to flag suspicious activity and enforce standards. This improves efficiency and trust but requires investment in AI systems and data governance.

## Asian Ultra-Discount Platforms Disrupt Marketplaces With Low Prices and High Growth

Temu and Shein are transforming global e-commerce through ultra-low pricing, factory-direct logistics, and steep discounts. Their rapid growth is forcing Western marketplaces to lower take rates and rethink their competitive positioning.

**For example,** Temu averages 60%–75% discounts per order, while EU sales for Shein and Temu surged in May 2025. This benefits price-sensitive consumers but puts pressure on margins and raises concerns around sustainability and regulation.

## Logistics and Embedded Payments Strengthen Marketplace Moats and Boosts Monetization

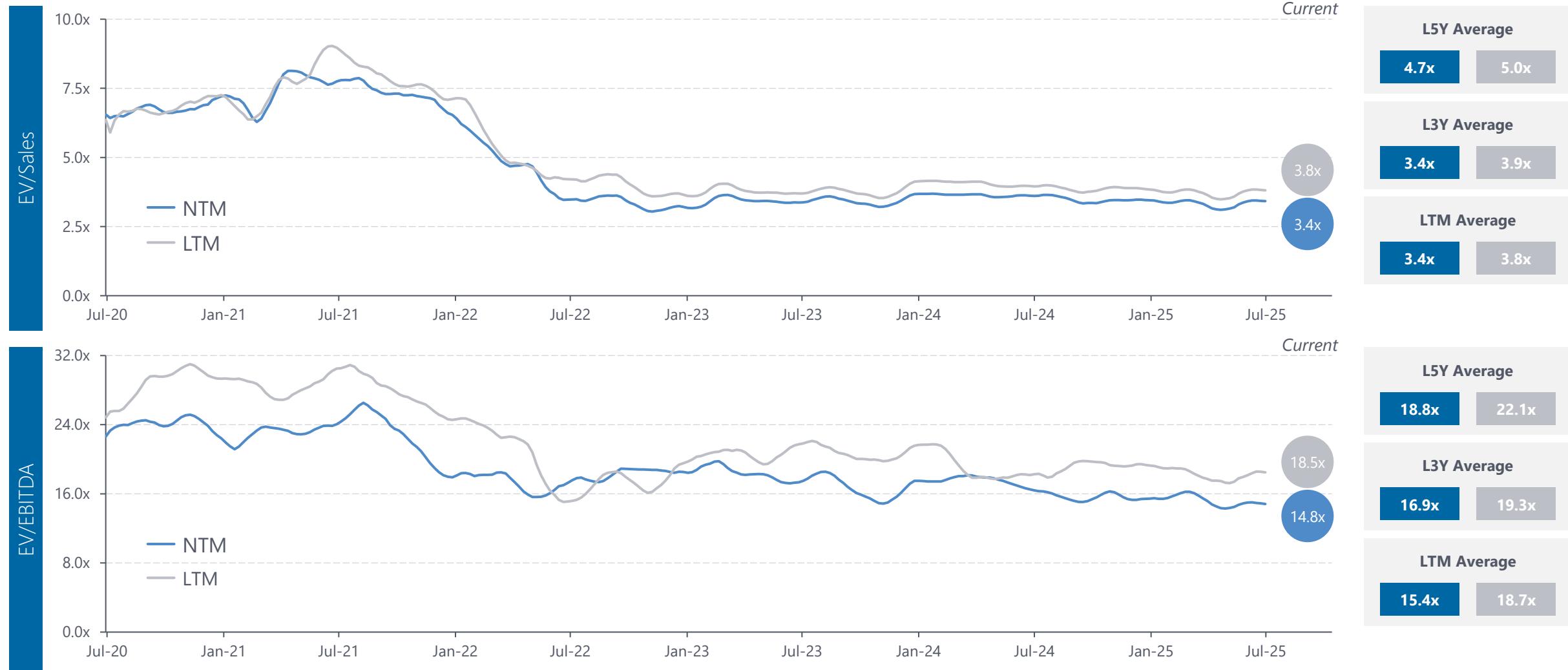
Marketplaces are building defensible moats through logistics networks and embedded payment systems. These investments improve delivery speed, reduce friction, and support features like buy now, pay later (BNPL), subscriptions, and loyalty programs.

**For example,** Mercado Libre combines logistics with payments via Mercado Pago and even offers banking services like credit lines and digital wallets. With 80% of marketplaces investing in embedded finance, the model enhances control and customer experience but remains capital-intensive to scale.



## Development of Valuation Levels for **Marketplaces**

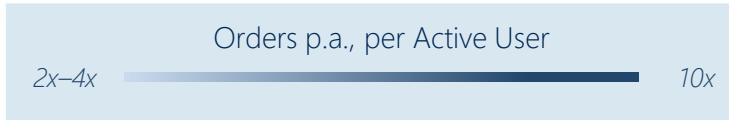
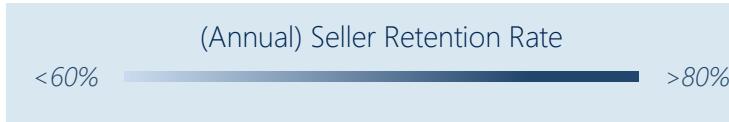
Multiples have stabilized after post-pandemic highs, with investors expecting high EBITDA growth as shown by the increasing NTM LTM gap.



Source: S&P Capital IQ as of June 30, 2025.

# KPI Overview for Marketplaces

Driving marketplace success through seller retention and revenue diversity.



## Assessment

### Seller Performance and Platform Efficiency

Marketplace growth increasingly depends on strong seller retention, fast onboarding, and balanced GMV distribution across the seller base. Platforms can minimize time to first transaction, maintain high retention rates, and avoid overreliance on a few top sellers, and they are better positioned to ensure ecosystem stability and long-term scalability.

### Revenue Diversification and User Engagement

A well-diversified revenue model, featuring higher shares of third-party revenue and multiple monetization streams, has become critical to resilience in competitive marketplace environments. At the same time, robust user engagement (e.g., high active user-to-seller ratios, frequent ordering, and high share of organic traffic) supports sustainable growth by reducing acquisition costs and deepening customer loyalty.



## Sector Deep Dive Classifieds/Leads

02



# Key Trends **Classifieds/Leads**

Consolidated platforms, transparent UX, freemium monetization, smart lead scoring, and embedded transactions.

## Platform Consolidation and Vertical Focus Redefine Strategy in Classifieds and Lead Generation Platforms

The market is seeing both consolidation and deeper vertical specialization. Large players are merging or acquiring to gain scale, while others focus tightly on categories like real estate, jobs, or automotive to offer tailored experiences and improve monetization.

**For example,** Adevinta owns several classified brands across Europe, while Immowelt and StepStone deliver end-to-end services in real estate and recruitment. This benefits platforms that scale or specialize effectively, but also puts pressure on smaller generalists struggling to differentiate.

## Trust and Transparency Become Strategic Priorities Under DSA and DMA Regulations

Building trust is vital in classifieds and lead generation. Platforms are enhancing identity checks, fraud prevention, and content moderation while adapting to EU rules under the Digital Services Act and Digital Markets Act that mandate ad transparency and ranking disclosure.

**For example,** Leboncoin and Indeed now use identity verification and clearer ad labeling. Very large online platforms (VLOPs)<sup>(1)</sup> must also offer nonpersonalized recommender systems and publish ad repositories. These measures boost user trust but increase compliance costs, especially for cost-sensitive players.

## Freemium Models Drive User Growth but Rely on Strong Upsell to Convert

Freemium remains a key monetization model in classifieds and lead generation. Users can post basic listings for free, while premium features like top placement or lead alerts are paid. Success depends on converting free users into paying customers.

**For example,** platforms like Immoweb, Autoscout24, and StepStone offer upsells for visibility, targeting, and analytics. Average conversion rates range from 2% to 5%, and they are even higher for platforms dealing with high-price listings (e.g., real estate). While freemium aids user growth, it requires clear value in premium tiers to drive upgrades.

## AI-Powered Lead Scoring Enables Shift to Performance-Based Pricing in Classifieds

AI is driving predictive lead scoring, allowing platforms to rank leads by conversion potential. This enables performance-based pricing models where advertisers pay per qualified lead or conversion instead of fixed fees.

**For example,** Bark and Thumbtack use AI to surface high-intent leads and charge per booking. Real estate and legal platforms are also adopting cost-per-lead and cost-per-conversion models. This benefits ROI-focused advertisers but depends on strong data infrastructure and trust in AI-driven scoring.

## Classifieds Shift Toward Embedded Transactions to Boost Trust and Cover More of the Value Chain

Lead generation platforms are moving beyond simple listings to enable end-to-end transactions. Users can now discover, pay, and complete services directly within the platform, thus increasing convenience, trust, and revenue opportunities.

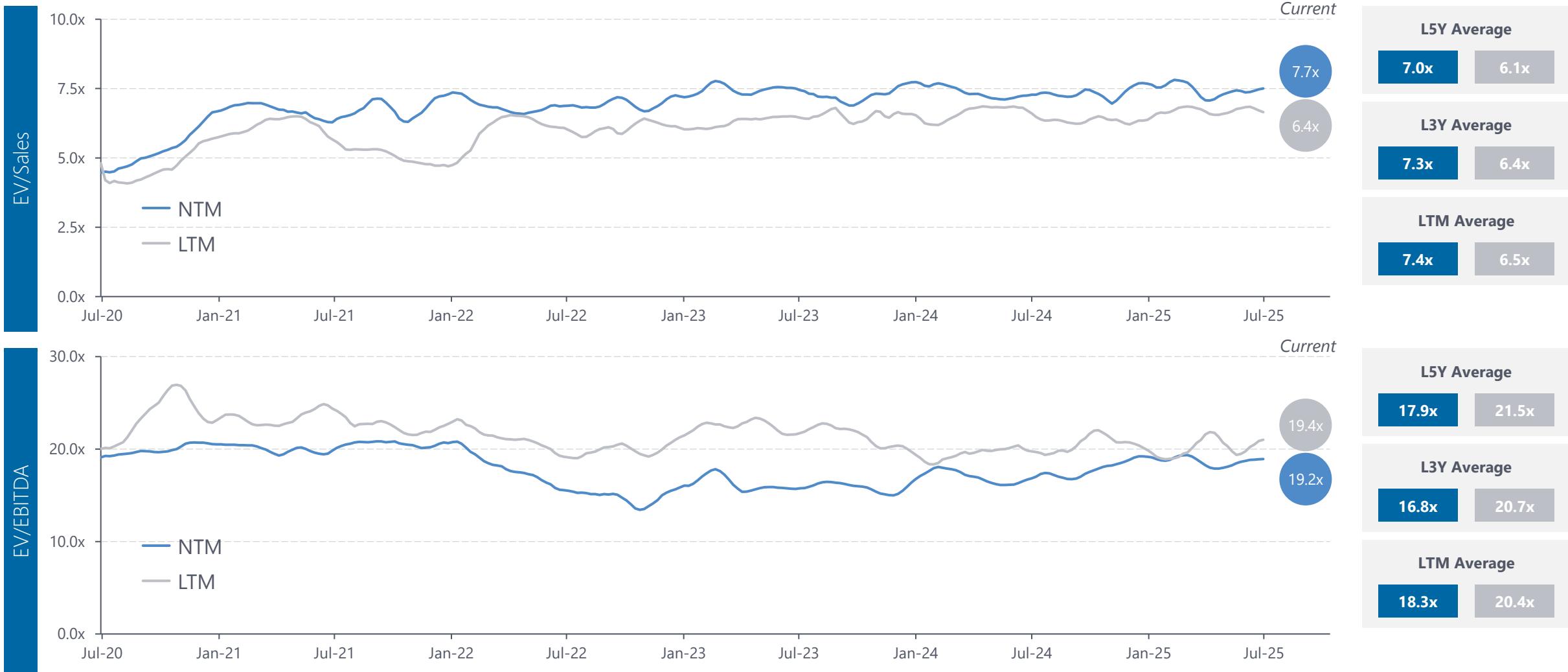
**For example,** Mobile.de and Scout24 offer financing, insurance, and digital contracts, while HomeAdvisor and TaskRabbit support direct booking and payment. This improves user experience and monetization but requires investment in payments, compliance, and support systems.

<sup>(1)</sup> A VLOP is defined as a platform with more than 45 million monthly active users in the EU. VLOPs must comply with stricter rules, including annual risk audits, algorithmic transparency, and systemic risk mitigation.



## Development of Valuation Levels for **Classifieds/Leads**

The classifieds/leads sector is experiencing momentum with multiples on an upward trajectory.



Source: S&P Capital IQ as of June 30, 2025.

# KPI Overview for Classifieds/Leads

Enhancing platform value through high-quality listings and cost control.



## Assessment

### Listing Quality and Lead Generation Efficiency

Performance in classifieds and leads platforms is closely tied to listing quality, lead generation per listing, and user engagement. High average listing quality scores, strong session frequency, and low bounce rates help drive more leads per listing, improving overall conversion potential and platform attractiveness.

### Conversion Optimization and Cost Control

Key metrics such as lead-to-sale conversion rates, cost per lead, and agency CLTV/CAC are critical for sustaining profitability in a competitive market. Platforms that can shorten agency time to first match, maintain competitive pricing, and maximize average revenue per listing are better positioned to attract both buyers and sellers while protecting margins.



## Case Studies

03

# Case Study Natlink

## Houlihan Lokey advised Open Air Group on its divestment of Natlink to Verdane.



### Transaction Rationale

The Natlink brand was established in 2024, when Open Air Group merged hunting tech specialists WeHunt (a digital hunting and communication platform), Tracker (a dog GPS tracking pioneer), and Burrel (a leading trail camera brand). This strategic consolidation created the largest hunting technology company in the Nordics.

Today, Natlink serves more than 855,000 hunters and outdoor enthusiasts, offering an integrated platform that spans planning, real-time tracking, communication, analytics, and wildlife monitoring. With cutting-edge technology and deep respect for tradition, Natlink has built a digital ecosystem that connects communities, enhances safety, and strengthens the bond between humans and the outdoors.

In May 2025, Natlink also launched WeHunt X in public beta, a unified app combining the core features of WeHunt, Tracker, and Burrel.

### Houlihan Lokey Role

Houlihan Lokey acted as the exclusive sellside advisor to Open Air Group and its shareholders on its divestment of Natlink to Verdane and assisted in marketing, structuring, and negotiating the transaction. This transaction marks another essential milestone in Houlihan Lokey's active lifestyle and digital consumer platforms expertise, strengthening its strong positioning as a leading M&A advisor in both sectors.

"We look forward to accelerating our mission to support the hunting community with innovative, responsible solutions that unite tradition with technology. **The Houlihan Lokey team supported us throughout every step of the transaction**, from strategic preparation to execution, with exceptional dedication and insight."

—Carl von Eckermann, CEO of Natlink



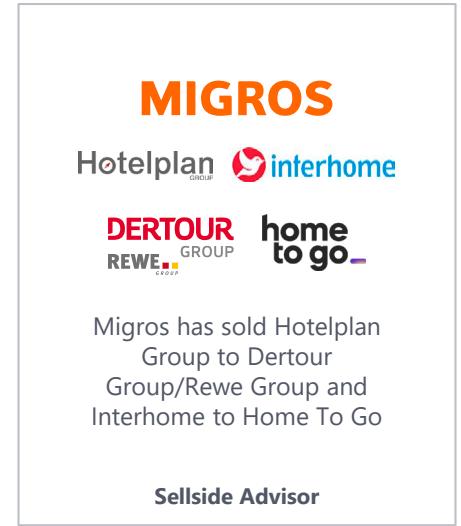
### Transaction Snapshot

Verdane, a leading European growth buyout firm, has acquired a significant majority stake in Natlink, the largest hunting technology company in the Nordics. The investment reflects Verdane's focus on backing tech-enabled and sustainable businesses in Europe.



# Case Study Hotelplan Group

Houlihan Lokey served as the exclusive financial advisor to Migros.



## Transaction Rationale

Hotelplan Group, based in Switzerland, is a long-established international travel provider with operations across 20 countries. Its business units include Hotelplan Suisse, Hotelplan UK, and Interhome, one of Europe's largest vacation rental providers. In 2024, it generated CHF 1.8 billion in revenue and employed around 2,500 people.

To ensure a sustainable future for its business units, Migros divested Hotelplan Group's tour operator and travel agency businesses in Switzerland, Germany, and the United Kingdom to DERTOUR Group while selling Interhome to HomeToGo. This dual-track solution brings in experienced owners who are well positioned to build on Hotelplan Group's heritage and drive continued growth.

As part of the international DERTOUR Group, Hotelplan Group will gain access to a broad global partner network. At the same time, DERTOUR Group will benefit from Hotelplan Group's strategic investments in digital solutions, creating a strong foundation.

## Houlihan Lokey Role

Houlihan Lokey served as the exclusive financial advisor to Migros, supporting the structured sale of Hotelplan Group. The team led the process end-to-end, leveraging its deep travel sector expertise and global buyer network to secure the optimal outcome for both Hotelplan Group and Interhome. This transaction highlights Houlihan Lokey's strength in structuring and delivering complex deals in the travel and leisure industry.

"The DERTOUR Group and the HomeToGo Group provide us with a good solution for the future of the entire Hotelplan Group. The **two companies are ideally placed to continue driving the different business areas forward.**"

—Michel Gruber, Chairman of Hotelplan Group's Board of Directors



## Transaction Snapshot

DERTOUR Group, part of the REWE Group, has agreed to acquire Hotelplan Group's tour and travel activities and will continue to operate its brands. HomeToGo, listed on the Frankfurt Stock Exchange, has agreed to acquire Interhome to strengthen its B2B arm, HomeToGo\_PRO. Completion remains subject to regulatory approval.





About Our Firm

04

# About Our Firm

Houlihan Lokey, Inc. (NYSE:HLI) is a leading global investment bank with expertise in mergers and acquisitions, capital solutions, financial restructuring, and financial and valuation advisory.

Our firm is the trusted advisor to more top decision-makers than any other independent global investment bank.



## CORPORATE FINANCE

2024 M&A Advisory Rankings  
All Global Transactions

Advisor	Deals
<b>1 Houlihan Lokey</b>	<b>415</b>
2 Rothschild	406
3 Goldman Sachs	371
4 JP Morgan	342
5 Morgan Stanley	309

Source: LSEG (formerly Refinitiv).  
Excludes accounting firms and brokers.

No. 1

Global M&A Advisor

Leading

Capital Solutions Group

## FINANCIAL RESTRUCTURING

2024 Global Distressed Debt &  
Bankruptcy Restructuring Rankings

Advisor	Deals
<b>1 Houlihan Lokey</b>	<b>88</b>
2 PJT Partners Inc	59
3 Rothschild	48
4 Lazard	44
5 Perella Weinberg Partners	40

Source: LSEG (formerly Refinitiv).

No. 1

Global Restructuring Advisor

1,800+

Transactions Completed Valued at  
More Than \$3.8 Trillion Collectively

## FINANCIAL AND VALUATION ADVISORY

2000–2024 Global M&A  
Fairness Advisory Rankings

Advisor	Deals
<b>1 Houlihan Lokey</b>	<b>1,243</b>
2 Duff & Phelps, A Kroll Business	1,045
3 JP Morgan	1,020
4 UBS	792
5 Morgan Stanley	698

Source: LSEG (formerly Refinitiv).  
Announced or completed transactions.

No. 1

Global M&A Fairness Opinion  
Advisor Over the Past 25 Years

2,000+

Annual Valuation Engagements

Learn more about how  
our advisors can serve  
your needs:

Corporate Finance →

Financial Restructuring →

Financial and  
Valuation Advisory →

Our Industry Coverage →

Our clients benefit from our local presence and global reach.

34  
Locations  
Worldwide

~2,000  
Total Financial  
Professionals

AMERICAS	Atlanta	Los Angeles
	Baltimore	Miami
	Boston	Minneapolis
	Charlotte	New York
	Chicago	San Francisco
	Dallas	São Paulo
	Houston	Washington, D.C.

347  
Managing  
Directors<sup>(1)</sup>

EUROPE AND MIDDLE EAST	Amsterdam	Milan
	Antwerp	Munich
	Dubai	Paris
	Frankfurt	Stockholm
	London	Zurich
	Madrid	
	Manchester	

2,000+  
Clients Served  
Annually

\$13.98B  
Market  
Cap<sup>(2)</sup>

\$2.5B  
Annual  
Revenue<sup>(3)</sup>



(1) As of June 30, 2025.

(2) As of August 29, 2025.

(3) LTM ended June 30, 2025.

## Fully Integrated Financial Sponsors Coverage

26

Senior officers dedicated to the sponsor community in the Americas and Europe.

1,900+

Sponsors covered, providing market insights and knowledge of buyer behavior.

850+

Companies sold to financial sponsors over the past five years.



# About Our Consumer Group

Houlihan Lokey's Consumer Group has earned a reputation for providing superior service and achieving outstanding results in M&A advisory, capital-raising, restructuring, and financial and valuation advisory services.

We have built a reputation as a trusted advisor to companies in the consumer industry. We do this by combining our extensive market capabilities with our in-depth industry knowledge to help maximize shareholder value for our clients.

## Consumer Group: No. 1 for All U.S. M&A Transactions

2024 M&A Advisory Rankings  
All U.S. Consumer Transactions

Advisor	Deals
<b>1 Houlihan Lokey</b>	<b>26</b>
2 William Blair & Co	20
3 Jefferies LLC	19
4 Generational Equity	17
4 Lincoln International	17

Source: LSEG (formerly Refinitiv).

Based on number of transactions and according to data provided by LSEG (formerly Refinitiv), Houlihan Lokey was ranked the

**No. 1**

investment bank for all U.S. consumer M&A transactions in 2024.



Consumer Industry Coverage

Tombstones included herein represent transactions closed from 2021 forward.

\*Selected transactions were executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.

## Industry Sector Coverage

We cover a broad array of sectors, with financial professionals dedicated to each of our primary coverage areas.



Consumer Products



Food and Beverage



Consumer Channels and Leisure

## Key Facts and Figures

**125+**

Dedicated Consumer Group Financial Professionals

**60+**

Completed Industry Sector Transactions in CY24

## Featured Consumer Transactions

<b>COLOR WOW</b> L'ORÉAL	<b>Transaction Pending</b> Kraft Heinz Plasmon nivio detecto AMERICO	<b>Transaction Pending</b> MIGROS Hotelplar DERTOUR REWE	<b>Open Air Group</b> NALKA natlink verdane	<b>oxel springer</b> finanzen.net inflexion	<b>APOLLO</b> AUTODOC
Kraft Heinz has agreed to sell its Infant and Specialty Food segments, including the brands Huggies, Pampers, Dettol, Ariel, and Blaupunkt to Newpharm Group	Kraft Heinz has agreed to sell Hotelplar Group to Hotelplar AG and Rewe Group	Migros-Genossenschafts-Bund has agreed to sell Hotelplar Group to Hotelplar AG and Rewe Group	Open Air Group, a portfolio company of Nalka, has divested Nattlie to Verdane	Axel Springer has sold Finanzen.net to Inflection	Apollo has acquired a minority stake in Autodoc
Sellside Advisor	Sellside Advisor	Sellside Advisor	Sellside Advisor	Sellside Advisor	Buyside Advisor
<b>SUNDAY NATURAL</b> CVC	<b>Transaction Pending</b> CVC Capital Partners Group BREITLING 1884	<b>Transaction Pending</b> yfood* NESTLÉ	<b>MONICA VINADER</b> PIPER JAFFRAY Bridgepoint	<b>Thinx</b> Kimberly-Clark	<b>woom</b> JESSEN Bregal Unternehmenskapital
Sunday Natural Products has received an investment from CVC Capital Partners	CVC Capital Partners with Partners Group have increased their stake in Breitling	yfood* has entered into a strategic partnership with new minority shareholder Nestle	Monica Vinader Ltd., a portfolio company of PIF, has been acquired by Bridgepoint Development Capital	A controlling interest in Thinx, Inc. has been acquired by Kimberly-Clark Corporation	Woom has received a growth investment from JesSEN Capital and Bregal Unternehmenskapital
Sellside Advisor	Sellside Advisor	Sellside Advisor	Sellside Advisor	Sellside Advisor & Fairness Opinion	Financial Advisor
<b>GENERAL ATLANTIC</b> Butterball Box	<b>GENERAL ATLANTIC</b> Butterball Box	<b>Qunol</b> sanofi	<b>ARDIAN</b> BERLIN GROUPS	<b>PINARELLO</b> CATTERTON	<b>trüfrü</b> MARS
General Atlantic has made a significant growth investment in Butterball Box	General Atlantic has made a significant growth investment in Butterball Box	Qunol has been acquired by Sanofi	ARDIAN has acquired a majority stake in The Quality Group	CiCi Pinarello Srl, a portfolio company of Catterton, has been acquired by a private family office	Tru Fru, LLC has been acquired by Mars
Sellside Advisor	Sellside Advisor	Sellside Advisor	Sellside Advisor	Sellside Advisor	Sellside Advisor

# Understand Families and Founders and **Support** Them in the Best Way

Track record of advising family-owned and founder-led brands on a tailor-made process to find the best partner.



Founded in 2013

"The Houlihan Lokey team played a pivotal role in supporting and guiding us throughout the entire transaction process. A distinctive value-add was their profound understanding of the VMS sector, uniquely positioning Sunday Natural, as well as their invaluable insights into both strategic and financial buyers. This enabled me to engage with and focus on the most relevant parties only. Houlihan Lokey proved to be an exceptional partner, and our collaboration was truly outstanding!"

Dr. Jörg Schweikart  
Founder, Sunday Natural



Founded in 2013

"Houlihan Lokey understands the dynamics between brands and younger consumers and leveraged real-time insights from relevant recent process learnings to position woom accordingly."

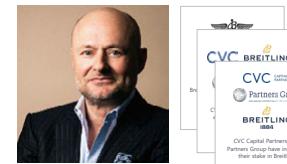
Marcus Ihlenfeld and Christian Bezdeka  
Founders, woom



Founded in 1952

"You and the team won us over from our first meeting. Thank you for your coaching, feedback, and insights. You are a gem, and so is your team. Your team at Houlihan Lokey is exceptionally talented and the hardest-working team I have ever worked with. So much gratitude to team Houlihan Lokey."

Fausto Pinarello  
Family Member and  
Minority Shareholder, Pinarello



Founded in 1884

"We were so lucky to have you, Houlihan Lokey, guiding us through this with your brilliant thinking and flawless execution. Best decision ever!"

Georges Kern  
CEO, Breitling

## Featured Deals



Founded in 2017



Founded in 2013



Founded in 2010



Founded in 2008



Founded in 2005



Founded in 2004



Founded in 2002



Founded in 2004



Founded in 1945

Note: Text does not constitute direct quotations.

Tombstones included herein represent transactions closed from 2015 forward.

\*Selected transactions were executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.

### Introducing ONE Houlihan Lokey London

#### Conference

 November 18–20, 2025

 London Hilton on Park Lane

 Consumer | Healthcare

 Business Services | Industrials | Oil & Gas

 Technology | FinTech | Financial Services



Interested in participating in the event? **Contact a team member to find out more.**

The 2025 ONE Houlihan Lokey Global Conference in New York was a tremendous success, hosting more than 4,000 attendees and 380 participating companies across three days of insightful discussions, 1x1 meetings, and compelling content.

Building on this momentum, Houlihan Lokey is proud to present the next event in its series of premier multiday conferences throughout 2025, showcasing dynamic businesses and industry leaders. This event will take place at the London Hilton on Park Lane this November, bringing together the brightest minds for unparalleled networking, relationship building, and knowledge sharing.

This event will highlight key themes from across more than 160 sectors within multiple industries and services, including:

- Business Services
- Consumer
- Financial Sponsors
- Healthcare
- Oil & Gas
- Capital Solutions
- Financial Services
- FinTech
- Industrials
- Tech

ONE Houlihan Lokey is designed to connect decision-makers, highlight cutting-edge insights, and enable meaningful discussions amid evolving market dynamics. Across all three days, we look forward to welcoming you for:

- **Powerful Insights:** Hear from a multitude of companies spearheading change in their respective industries.
- **Unparalleled Networking Opportunities:** Engage with thousands of attendees from across global markets.
- **Meaningful Engagement:** Targeted 1x1 meetings will offer exclusive opportunities for connecting with senior capital providers.

### ONE Houlihan Lokey NYC Conference Highlights

4,000+ 380+

Conference Attendees Participating Companies

100+ 80+

Panels and Presentations Sectors Represented



# Largest Financial Sponsor Group Focused on Mid- and Large-Cap Funds

In the past five years, 850+ private equity firms have chosen Houlihan Lokey to advise on M&A or capital raising for their portfolio companies.

## Largest Sponsor Group Focused on Mid-Cap Funds

### Importance of Sponsors

- Houlihan Lokey completed 209 M&A transactions for financial sponsor clients in 2024.
- Buyout firms have approximately \$640 billion of dry powder.<sup>(1)</sup>

### Broadest and Deepest Financial Sponsors Coverage Group

- Houlihan Lokey has 26 senior officers dedicated to the sponsor community in the Americas and Europe.
- Coverage of 1,500+ private equity firms, 300+ credit funds, and 70+ family offices.
- Organized geographically to ensure client coverage proximity.

### High-Quality Relationships

- Worked on more than 1,800+ engagements for financial sponsors in 2024.
- Provides financial sponsors access to successful solutions—with coverage officers facilitating two-way information flows between the sponsors and Houlihan Lokey.

### Unparalleled Data on Buyer Behavior

- Knowledge of and database on financial sponsor preferences and behavior through our relationships and deal flow.
- Collect and analyze comprehensive data on industry, size, and general market trends.

Source: Preqin.

(1) As of December 31, 2024; U.S. only.

## Deep Relationships Across Fund Sizes/Types



ARES



Armira<sup>®</sup>



Afinum



AGIC



AIMCo



ALTOR



ARDIAN



Audax Group



Aurora Capital Partners



BainCapital



Berkshire Partners



Bregal Investments



Bridgepoint



CARLYLE



CCMP Capital



CHEQUERS PARTNERS



CIVC PARTNERS



CORTEC Group



COURT SQUARE



CVC



DEUTSCHE PRIVATE EQUITY



EMERAM



emz<sup>®</sup>



EQUISTONE



EURAZEOPARTNERS



FSN CAPITAL



GENERAL ATLANTIC



GOLDEN GATE CAPITAL



IK Partners



INFLEXION



INVESTCORP



KKR



KOHLBERG & COMPANY



CATTERTON



LIVINGBRIDGE



MAXBURG CAPITAL PARTNERS



naxicap PARTNERS



ONEX



PPC Partners



Riverside.



SOFINA



Tengelmann Twenty-One



HALIFAX GROUP



TJC



TRILANTIC CAPITAL PARTNERS



verdane



VERITAS CAPITAL

# Why Houlihan Lokey Is the Ideal M&A Partner

Unique capabilities enable an outstanding record of success.

01

Ability to "Emotionally" Position Our Clients

02

Strong Expertise in the Consumer Sector

03

Extensive Coverage and Experience in Digital Consumer Platforms

04

Direct Personal Access to Key Decision-Makers and Investors Globally

05

A Leading M&A Advisor for Consumer and Technology Transactions

06

A Leading Advisor for Growth Companies on a Global Scale

07

Strong Sellside Brand Signaling a Quality Asset

08

Profound Value Realization Track Record, Even in Challenging Times



Appendix

05

# Valuation Details for Subscription-Based Consumer Services

The subscription peer group shows an average sales growth of 10.1% with an average EBITDA margin of 29.0% for 2025.

Company	Country	MV	EV	EV/Sales			EV/EBITDA			EBITDA Margin			Sales CAGR
		(USDm)	(USDm)	2024	2025E	2026E	2024	2025E	2026E	2024	2025E	2026E	'24-'26E
Netflix	USA	569,895	578,948	14.8x	13.0x	11.6x	n/m	n/m	35.3x	27.6%	31.1%	32.9%	13.9%
Intuit	USA	219,707	220,620	12.7x	11.2x	10.0x	37.8x	27.0x	23.7x	33.7%	41.4%	42.0%	13.5%
Adobe	USA	164,114	164,982	7.6x	6.9x	6.3x	19.0x	14.1x	12.9x	40.0%	49.4%	49.0%	9.9%
Spotify Technology	USA	157,348	152,183	9.4x	7.3x	6.3x	n/m	n/m	39.9x	9.7%	13.5%	15.8%	18.2%
Sirius XM	USA	7,762	18,101	2.1x	2.1x	2.1x	7.3x	6.9x	6.9x	28.6%	30.8%	30.7%	(1.7%)
Duolingo	USA	18,637	17,692	n/m	n/m	14.0x	n/m	n/m	n/m	10.0%	28.2%	31.5%	33.6%
DocuSign	USA	15,739	14,923	5.0x	4.7x	4.5x	n/m	15.4x	12.9x	9.2%	30.8%	34.4%	6.9%
Match Group	USA	7,575	10,672	3.1x	3.1x	3.0x	10.8x	8.5x	7.9x	28.3%	36.2%	37.4%	2.2%
Roku	USA	12,890	11,211	2.7x	2.5x	2.2x	n/m	32.0x	22.1x	3.1%	7.7%	10.0%	13.5%
Dropbox	USA	8,051	9,880	3.9x	4.0x	4.0x	14.7x	8.9x	8.9x	26.3%	44.6%	44.8%	(0.4%)
The New York Times Company	USA	9,128	8,225	3.2x	3.0x	2.8x	18.4x	15.9x	14.4x	17.5%	18.8%	19.6%	6.8%
Wix.com	Israel	8,858	8,745	5.0x	4.4x	3.9x	n/m	18.1x	14.4x	7.5%	24.4%	27.0%	12.8%
Box	USA	4,948	5,404	5.0x	4.6x	4.3x	n/m	16.1x	13.6x	7.8%	28.9%	31.7%	6.5%
Peloton Interactive	USA	2,766	3,844	1.5x	1.6x	1.6x	n/m	10.9x	10.7x	0.3%	14.4%	14.8%	(3.9%)
Truecaller (publ)	Sweden	2,431	2,294	13.5x	10.0x	7.8x	37.1x	28.1x	18.9x	36.5%	35.5%	41.2%	19.4%
<b>Median</b>				<b>5.0x</b>	<b>4.5x</b>	<b>4.3x</b>	<b>18.4x</b>	<b>15.7x</b>	<b>14.0x</b>	<b>17.5%</b>	<b>30.8%</b>	<b>31.7%</b>	<b>9.9%</b>
<b>Average</b>				<b>6.4x</b>	<b>5.6x</b>	<b>5.6x</b>	<b>20.7x</b>	<b>16.8x</b>	<b>17.3x</b>	<b>19.1%</b>	<b>29.0%</b>	<b>30.9%</b>	<b>10.1%</b>

Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of June 30, 2025.

# Valuation Details for D2C and E-Commerce

The D2C and e-commerce peer group<sup>(1)</sup> shows an average sales growth of 4.4% with an average EBITDA margin of 5.7% for 2025.

Company	Country	MV	EV	EV/Sales			EV/EBITDA			EBITDA Margin			Sales CAGR
		(USDm)	(USDm)	2024	2025E	2026E	2024	2025E	2026E	2024	2025E	2026E	'24-'26E
JD.com	CHN	47,051	32,700	0.2x	0.2x	0.2x	4.9x	4.3x	3.8x	4.2%	4.2%	4.5%	7.5%
Chewy	USA	17,594	17,513	1.5x	1.4x	1.3x	n/m	28.4x	20.9x	1.4%	5.0%	6.3%	6.5%
Hims & Hers Health	USA	11,158	10,899	7.4x	4.6x	3.9x	n/m	34.2x	26.3x	5.6%	13.6%	14.7%	47.9%
Wayfair	USA	6,562	9,344	0.8x	0.8x	0.8x	n/m	18.8x	15.9x	(1.8%)	4.2%	4.8%	0.6%
ZOZO	JPN	9,586	9,090	6.5x	5.9x	5.5x	20.0x	17.6x	15.9x	32.6%	33.5%	34.5%	7.8%
Zalando	DEU	8,515	8,226	0.8x	0.6x	0.6x	11.8x	7.7x	6.8x	6.4%	8.1%	8.7%	7.6%
Ocado Group	GBR	2,565	3,868	2.5x	0.8x	0.7x	24.2x	11.7x	8.3x	10.4%	6.9%	9.0%	53.9%
Vipshop	CHN	7,749	4,735	0.3x	0.3x	0.3x	3.3x	3.3x	3.1x	9.6%	9.7%	9.9%	(1.4%)
YETI	USA	2,610	2,534	1.4x	1.3x	1.3x	8.6x	9.2x	7.7x	16.0%	14.7%	16.6%	6.2%
Warby Parker	USA	2,662	2,621	3.4x	3.0x	2.6x	n/m	28.0x	21.6x	2.2%	10.7%	12.1%	14.3%
Redcare Pharmacy	GBR	2,263	2,359	1.0x	0.7x	0.6x	n/m	31.4x	16.8x	(0.2%)	2.1%	3.3%	28.6%
HelloFresh	DEU	1,463	1,905	0.2x	0.2x	0.2x	8.2x	3.4x	3.2x	2.9%	6.6%	7.0%	0.5%
ASOS	GBR	495	1,196	0.3x	0.3x	0.3x	n/m	5.8x	4.8x	(5.7%)	5.6%	6.6%	(4.1%)
THG	GBR	615	1,077	0.5x	0.4x	0.4x	6.3x	8.0x	7.1x	7.8%	5.6%	6.1%	1.3%
FIGS	USA	917	717	1.3x	1.3x	1.3x	n/m	16.7x	14.7x	1.6%	7.9%	8.6%	1.2%
DocMorris	CHN	385	694	0.6x	0.5x	0.4x	n/m	n/m	n/m	(8.2%)	(3.2%)	(0.4%)	14.2%
AO World	GBR	755	804	0.6x	0.5x	0.4x	9.5x	7.9x	7.1x	5.9%	6.0%	6.2%	10.9%
tonies	GBR	806	727	1.5x	1.0x	0.8x	37.9x	12.4x	8.1x	3.9%	8.2%	10.2%	30.2%
BHG Group (publ)	GBR	438	708	0.8x	0.7x	0.6x	n/m	9.6x	7.8x	0.1%	6.8%	7.9%	(0.7%)
boohoo group	GBR	389	742	0.5x	0.5x	0.4x	16.8x	14.2x	12.4x	2.8%	3.2%	3.6%	(4.5%)
Boozt (publ)	GBR	532	582	0.8x	0.6x	0.6x	9.8x	8.0x	7.4x	7.9%	7.8%	7.9%	8.9%
1-800-FLOWERS.COM	USA	313	507	0.3x	0.3x	0.3x	10.6x	14.6x	n/a	2.7%	2.1%	n/a	(4.3%)
The Honest Company	USA	561	508	1.3x	1.3x	1.2x	n/m	17.7x	15.5x	0.8%	7.2%	7.9%	6.6%
Stitch Fix	USA	483	348	0.3x	0.3x	0.3x	n/m	7.9x	n/a	(0.8%)	3.5%	n/a	(6.2%)
RVRC Holding (publ)	GBR	495	479	2.6x	2.2x	1.8x	12.3x	10.5x	8.7x	20.7%	20.6%	21.1%	17.7%

Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of June 30, 2025. (1) Peer group includes inventory-based e-commerce companies.

# Valuation Details for D2C and E-Commerce (cont.)

Company	Country	MV		EV		EV/Sales		EV/EBITDA			EBITDA Margin		Sales CAGR
		(USDm)	(USDm)	2024	2025E	2026E	2024	2025E	2026E	2024	2025E	2026E	'24-'26E
Victorian Plumbing Group	UK	351	405	1.0x	0.9x	0.9x	11.8x	9.2x	8.5x	8.5%	10.2%	10.3%	8.8%
Rent the Runway	USA	21	337	1.1x	n/a	n/a	26.9x	n/a	n/a	4.1%	n/a	n/a	n/a
Solo Brands	USA	18	322	0.7x	n/a	n/a	31.7x	n/a	n/a	2.2%	n/a	n/a	(100.0%)
Verkkokauppa.com Oyj	Finland	136	165	0.3x	0.3x	0.3x	22.5x	8.8x	7.4x	1.5%	3.3%	3.8%	2.3%
Kogan.com Ltd.	Australia	245	214	0.7x	0.6x	0.6x	9.5x	7.8x	6.4x	7.2%	8.2%	9.2%	4.8%
Bike24 Holding	Germany	130	166	0.7x	0.6x	0.5x	n/m	14.2x	8.2x	0.5%	3.9%	6.3%	8.7%
Westwing Group	Germany	176	151	0.3x	0.3x	0.3x	10.5x	4.5x	3.5x	3.1%	6.3%	7.5%	6.4%
BARK	USA	149	140	0.3x	0.3x	0.3x	n/m	n/m	15.7x	(6.3%)	(1.5%)	2.0%	(3.1%)
Delticom	Germany	43	130	0.3x	0.2x	0.2x	6.4x	5.3x	4.7x	4.0%	4.2%	4.6%	4.1%
Allbirds	USA	87	91	0.5x	0.5x	0.5x	n/m	n/m	n/m	(43.0%)	(34.8%)	(27.0%)	(10.1%)
Mister Spex	Germany	47	40	0.2x	0.2x	0.2x	n/m	n/m	3.2x	(10.0%)	0.1%	5.3%	(2.8%)
Brilliant Earth Group	USA	20	59	0.1x	0.1x	0.1x	6.8x	4.2x	3.3x	2.1%	3.3%	4.0%	(0.0%)
PetMed Express	USA	68	19	0.1x	0.1x	0.1x	10.5x	5.9x	4.1x	0.8%	1.5%	2.1%	(5.8%)
<b>Median</b>				<b>0.7x</b>	<b>0.5x</b>	<b>0.5x</b>	<b>10.5x</b>	<b>9.2x</b>	<b>7.7x</b>	<b>2.7%</b>	<b>5.8%</b>	<b>6.8%</b>	<b>4.8%</b>
<b>Average</b>				<b>1.1x</b>	<b>0.9x</b>	<b>0.9x</b>	<b>14.0x</b>	<b>12.2x</b>	<b>9.7x</b>	<b>2.7%</b>	<b>5.7%</b>	<b>7.2%</b>	<b>4.4%</b>

Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of June 30, 2025.

(1) Peer group includes inventory-based e-commerce companies.

# Valuation Details for Marketplaces

The marketplace peer group shows an average sales growth of 11.5% with an average EBITDA margin of 21.2% for 2025.

Company	Country	MV	EV	EV/Sales			EV/EBITDA			EBITDA Margin			Sales CAGR
		(USDm)	(USDm)	2024	2025E	2026E	2024	2025E	2026E	2024	2025E	2026E	'24-'26E
Amazon.com	USA	2,329,122	2,392,510	3.8x	3.4x	3.1x	19.9x	14.8x	12.5x	18.9%	23.3%	25.0%	9.9%
Alibaba Group Holding	China	253,378	239,634	1.8x	1.6x	1.5x	9.1x	7.9x	6.9x	19.5%	20.9%	22.0%	6.7%
Uber Technologies	USA	195,106	196,103	4.5x	3.9x	3.4x	n/m	22.7x	18.1x	8.0%	17.1%	18.7%	15.9%
Booking	USA	188,384	189,173	8.0x	7.3x	6.8x	22.7x	20.4x	18.3x	35.1%	36.0%	37.1%	9.2%
MercadoLibre	Argentina	132,504	132,192	6.4x	4.8x	3.9x	n/m	30.2x	23.0x	15.6%	16.0%	17.0%	31.0%
PDD	Ireland	148,580	99,900	1.9x	1.7x	1.4x	6.6x	7.6x	5.6x	28.2%	22.0%	25.3%	26.1%
DoorDash	USA	104,457	98,331	9.2x	7.7x	6.5x	n/m	36.4x	27.4x	2.8%	21.0%	23.6%	20.7%
Sea	Singapore	94,688	90,520	5.4x	4.3x	3.6x	n/m	27.5x	21.4x	6.3%	15.6%	16.7%	24.8%
Airbnb	USA	81,682	72,470	6.5x	6.0x	5.5x	28.0x	17.3x	15.5x	23.3%	34.8%	35.4%	9.9%
eBay	USA	34,314	36,698	3.6x	3.5x	3.3x	14.2x	11.2x	10.7x	25.1%	30.9%	31.3%	2.8%
Copart	USA	47,448	43,186	9.8x	8.9x	8.1x	23.8x	21.4x	18.8x	41.1%	41.6%	43.1%	9.7%
Rakuten Group	Japan	11,909	16,412	1.1x	1.0x	0.9x	8.9x	6.9x	5.5x	12.7%	13.8%	16.1%	8.0%
Delivery Hero	Germany	7,927	10,251	0.8x	0.6x	0.6x	n/m	8.7x	6.4x	0.9%	7.1%	8.8%	18.5%
Allegro.eu	Poland	10,087	10,714	4.1x	3.2x	2.9x	18.7x	11.5x	10.0x	21.9%	27.6%	28.6%	13.1%
Auto Trader Group	UK	9,859	9,843	12.9x	11.7x	10.8x	19.8x	17.5x	16.0x	65.1%	66.8%	67.5%	9.4%
Etsy	USA	5,231	6,750	2.4x	2.4x	2.4x	15.4x	9.2x	9.0x	15.6%	26.4%	26.5%	0.9%
Mercari	Japan	3,047	3,032	2.4x	2.2x	2.0x	18.8x	14.2x	11.9x	12.9%	15.3%	16.9%	8.6%
Upwork	USA	1,769	1,517	2.0x	2.0x	1.9x	16.5x	7.7x	6.9x	11.9%	26.0%	27.5%	5.1%
Fiverr International	Ireland	1,053	799	2.0x	1.8x	1.7x	n/m	9.1x	7.8x	(1.2%)	20.2%	21.8%	9.3%
Jumia Technologies	Germany	492	393	2.3x	2.2x	1.9x	n/m	n/m	n/m	(34.5%)	(26.5%)	(21.0%)	3.3%
trivago	Germany	265	178	0.4x	0.3x	0.3x	n/m	13.5x	7.1x	(0.3%)	2.1%	3.7%	8.5%
CDON	Sweden	56	48	1.2x	1.1x	1.0x	n/m	11.8x	8.7x	(5.7%)	9.6%	11.4%	1.5%
<b>Median</b>				<b>3.0x</b>	<b>2.8x</b>	<b>2.6x</b>	<b>18.7x</b>	<b>13.5x</b>	<b>10.7x</b>	<b>14.2%</b>	<b>21.0%</b>	<b>22.8%</b>	<b>9.3%</b>
<b>Average</b>				<b>4.2x</b>	<b>3.7x</b>	<b>3.3x</b>	<b>17.1x</b>	<b>15.6x</b>	<b>12.7x</b>	<b>14.7%</b>	<b>21.2%</b>	<b>22.9%</b>	<b>11.5%</b>

Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of June 30, 2025.

## Valuation Details for **Classifieds/Leads**

The classifieds/leads peer group shows an average sales growth of 10.5% with an average EBITDA margin of 37.5% for 2025.

Company	Country	MV		EV		EV/Sales		EV/EBITDA		EBITDA Margin		Sales CAGR	
		(USDm)	(USDm)	2024	2025E	2026E	2024	2025E	2026E	2024	2025E	2026E	'24-'26E
Prosus		124,895	122,398	n/m	n/m	14.6x	n/m	n/m	n/m	4.0%	8.7%	11.1%	16.1%
CoStar Group		33,920	31,073	11.4x	9.9x	8.8x	n/m	n/m	n/m	5.5%	12.2%	21.1%	12.8%
REA Group		20,813	20,669	n/m	n/m	n/m	37.2x	30.8x	26.8x	50.1%	57.4%	58.8%	8.6%
Zillow Group		16,823	15,900	7.1x	6.2x	5.4x	n/m	25.8x	20.0x	(3.9%)	24.2%	27.1%	14.6%
Scout24		9,932	10,110	n/m	13.4x	12.1x	35.4x	21.8x	19.4x	46.8%	61.5%	62.7%	12.3%
CAR Group		9,270	10,034	13.4x	12.5x	11.2x	26.4x	22.4x	19.9x	51.0%	55.6%	56.3%	12.7%
Rightmove		8,337	8,289	n/m	14.2x	13.0x	24.8x	20.0x	18.3x	68.4%	70.9%	70.9%	11.3%
Vend Marketplaces		7,708	7,654	10.4x	9.2x	8.0x	n/m	39.2x	29.1x	15.4%	23.6%	27.6%	8.2%
MONY Group		1,608	1,632	3.0x	2.7x	2.5x	10.4x	8.3x	7.9x	28.4%	31.9%	32.3%	5.2%
Cars.com		745	1,190	1.7x	1.6x	1.6x	7.4x	5.6x	5.4x	22.3%	29.3%	29.6%	2.9%
<b>Median</b>				<b>8.8x</b>	<b>9.6x</b>	<b>8.8x</b>	<b>25.6x</b>	<b>22.1x</b>	<b>19.6x</b>	<b>25.4%</b>	<b>30.6%</b>	<b>30.9%</b>	<b>11.8%</b>
<b>Average</b>				<b>7.8x</b>	<b>8.7x</b>	<b>8.6x</b>	<b>23.6x</b>	<b>21.7x</b>	<b>18.3x</b>	<b>28.8%</b>	<b>37.5%</b>	<b>39.7%</b>	<b>10.5%</b>

Trading multiples are based on share price, other market data, and broker consensus future revenue and earnings estimates from S&P Capital IQ as of June 30, 2025.

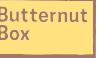
# Selected Digital Consumer Platforms Credentials

 Open Air Group
 NALKA natlink verdane
Open Air Group, a portfolio company of Nalka, has divested Natlink to Verdane

 redarbor
 VITRUVIAN PARTNERS
Redarbor has sold a significant minority stake to Vitruvian Partners

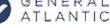
 APOLLO AUTODOC
Apollo has acquired a minority stake in Autodoc

 SUNDAY NATURAL
 CVC

 GENERAL ATLANTIC
 Butternut Box

 studyflix
 EMBRACE FAMILY

 visible
 capvis
 Alibaba.com

 PLAY MAGNUS GROUP OF COMPANIES
 Chess.com
 GENERAL ATLANTIC

 sofatutor
 EMERAM CAPITAL PARTNERS
 Gimv

 Bregal Unternehmerkapital
 woom™
Bregal Unternehmerkapital has acquired a minority stake in Woom

 RVshare
 KKR
RVshare has received a \$100M+ investment led by KKR

 tonies®
 Armira®
Tonies has sold to Armira

 WATCHFINDER & Co. THE PRE-OWNED WATCH SPECIALIST
 RICHEMONT
Watchfinder & Co. has been acquired by Richemont

 parfumdreams
 Douglas
 CVC Capital Partners

 Naspers
 7Pixel
Naspers has sold 7Pixel to Gruppo MutuiOnline

 axel springer
 finanzen.net
 inflexion

 Naspers
 ricardo.ch
 autoricardo.ch

 KKR
 OMNIMEDIA
 SCOUT 24

## Digital Consumer Platforms Sector:

### Unparalleled Transaction Experience

Extensive transaction experience across all key verticals, coupled with unique market insights and a proven ability to deliver efficient and impactful market positioning.



Tombstones included herein represent transactions closed from 2014 forward.

\*Selected transactions were executed by Houlihan Lokey professionals while at other firms acquired by Houlihan Lokey or by professionals from a Houlihan Lokey joint venture company.

# Disclaimer

© 2025 Houlihan Lokey. All rights reserved. This material may not be reproduced in any format by any means or redistributed without the prior written consent of Houlihan Lokey.

Houlihan Lokey is a trade name for Houlihan Lokey, Inc., and its subsidiaries and affiliates, which include the following licensed (or, in the case of Singapore, exempt) entities: in (i) the United States: Houlihan Lokey Capital, Inc., and Waller Helms Securities, LLC, each an SEC-registered broker-dealer and a member of FINRA ([www.finra.org](http://www.finra.org)) and SIPC ([www.sipc.org](http://www.sipc.org)) (investment banking services); (ii) Europe: Houlihan Lokey UK Limited (FRN 792919), authorized and regulated by the U.K. Financial Conduct Authority; Houlihan Lokey (Europe) GmbH, authorized and regulated by the German Federal Financial Supervisory Authority (Bundesanstalt für Finanzdienstleistungsaufsicht); Houlihan Lokey Private Funds Advisory S.A., a member of CNCEF Patrimoine and registered with the ORIAS (#14002730); (iii) the United Arab Emirates, Dubai International Financial Centre (Dubai): Houlihan Lokey (MEA Financial Advisory) Ltd., regulated by the Dubai Financial Services Authority; (iv) Singapore: Houlihan Lokey (Singapore) Private Limited an "exempt corporate finance adviser" able to provide exempt corporate finance advisory services to accredited investors only; (v) Hong Kong SAR: Houlihan Lokey (China) Limited, licensed in Hong Kong by the Securities and Futures Commission to conduct Type 1, 4, and 6 regulated activities to professional investors only; (vi) India: Houlihan Lokey Advisory (India) Private Limited, registered as an investment adviser with the Securities and Exchange Board of India (registration number INA000001217); and (vii) Australia: Houlihan Lokey (Australia) Pty Limited (ABN 74 601 825 227), a company incorporated in Australia and licensed by the Australian Securities and Investments Commission (AFSL number 474953) in respect of financial services provided to wholesale clients only. In the United Kingdom, European Economic Area (EEA), Dubai, Singapore, Hong Kong, India, and Australia, this communication is directed to intended recipients, including actual or potential professional clients (UK, EEA, and Dubai), accredited investors (Singapore), professional investors (Hong Kong), and wholesale clients (Australia), respectively. No entity affiliated with Houlihan Lokey, Inc., provides banking or securities brokerage services, nor is any such affiliate subject to FINMA supervision in Switzerland or similar regulatory authorities regarding such activities in other jurisdictions. Other persons, such as retail clients, are NOT the intended recipients of our communications or services and should not act upon this communication.

Houlihan Lokey gathers its data from sources it considers reliable; however, it does not guarantee the accuracy or completeness of the information provided within this presentation. The material presented reflects information known to the authors at the time this presentation was written, and this information is subject to change. Any forward-looking information and statements contained herein are subject to various risks and uncertainties, many of which are difficult to predict, that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. In addition, past performance should not be taken as an indication or guarantee of future performance, and information contained herein may be subject to variation as a result of currency fluctuations. Houlihan Lokey makes no representations or warranties, expressed or implied, regarding the accuracy of this material. The views expressed in this material accurately reflect the personal views of the authors regarding the subject securities and issuers and do not necessarily coincide with those of Houlihan Lokey. Officers, directors, and partners in the Houlihan Lokey group of companies may have positions in the securities of the companies discussed. This presentation does not constitute advice or a recommendation, offer, or solicitation with respect to the securities of any company discussed herein, is not intended to provide information upon which to base an investment decision, and should not be construed as such. Houlihan Lokey or its affiliates may from time to time provide financial or related services to these companies. Like all Houlihan Lokey employees, the authors of this presentation receive compensation that is affected by overall firm profitability.



**Houlihan  
Lokey**



Corporate Finance  
Financial Restructuring  
Financial and Valuation Advisory

**HL.com**