

Outperform **7** | Target Price : € 93.0 vs € 80.0

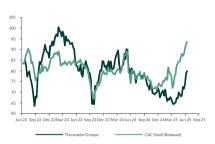
Price (11/07/2025) : € 79.90 | Upside : 16%

 Révision
 12/25e
 12/26e

 EPS
 0.7%
 5.5%

# H1 sales in line with expectations, a horizon that should gradually clear and an accretive M&A transaction on top of that. Outperform vs Neutral

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Sources: ODDO BHF Securities, SIX

Share data		
THEP FP   THHG.PA		
Market Cap (€m)		735
Enterprise value (€m)		675
Extrema 12 months (€)	62.50 _	80.20
Free Float (%)		90.0

Performance (%)	1m	3m	12m
Absolute	9.8	24.3	-0.2
Perf. rel. Country Index	10.6	10.5	-5.9
Perf. rel. CAC Small	4.1	-2.5	-15.7
P&L	12/25e	12/26e	12/27e
C-1 (C)	FOF	FFO	E7E

P&L	12/25e	12/26e	12/27e
Sales (€m)	505	550	575
EBITDA (€m)	73.0	82.6	88.4
Current EBIT (€m)	61.4	70.1	75.0
Attr. net profit (€m)	45.4	51.9	55.5
Adjusted EPS (€)	4.69	5.36	5.74
Dividend (€)	2.08	2.08	2.08
P/E (x)	17.0	14.9	13.9
P/B (x)	1.8	1.7	1.5
Dividend Yield (%)	2.6	2.6	2.6
FCF yield (%)	6.6	5.2	6.7
EV/Sales (x)	1.34	1.19	1.09
EV/EBITDA (x)	9.2	7.9	7.1
EV/Current EBIT (x)	11.0	9.4	8.3
Gearing (%)	-11	-14	-20
Net Debt/EBITDA (x)	-0.6	-0.8	-1.1

Next Events	
29/07/2025	H1 Results
15/10/2025	O3 Poculto

## H1 sales down 4.7% (-5.6% I-f-I) to € 258.7m (vs € 260.5m est.)

Friday evening, Thermador Groupe published H1 revenue close to our expectations. After a contraction of 8% (-8.8% l-f-l) in Q1, Q2 saw a much more moderate fall of 1.2% (-2.1% l-f-l) to  $\in$  128.8m (vs  $\in$  130.6m est). For the half-year period as a whole, revenue was  $\in$  258.7m, a decline of 4.7%: volume effect of --4.1%, a price effect of -1.5% and a scope effect of +0.9% (Alto Metering).

Thermador Groupe - H1 2025 revenue					
€m	Rep.	Est.	N-1	Chg. N/N-1	
Q2 sales	128.8	130.6	130.3	-1.2% (-2.1% lfl)	
H1 sales	258.7	260.5	271.5	-4.7% (-5.6% lfl)	

Sources: ODDO BHF Securities, company

## The beginnings of a recovery and the additional effect of future acquisitions

Although Q2 does not yet mark a rebound, Thermador Groupe seems to have hit bottom across all markets, with a few signs of recovery: i/ new housing has hit its low point (PB Tube/Thermacome -10% in H1) and could gradually pick up again in H2 (housing starts stabilised and building permits recovering), ii/ industry is holding up well (Syveco +3.9%, Sodeco +4.3%), with the PMI indexes for France and Europe rising slightly and returning close to the 50 level, suggesting a gradual upturn in investment projects. iii/ Energy renovation is showing the first signs of recovery, with projects picking up again at Isocel (+17% in Q2 thanks to an upturn in sales of solar water heaters), pointing to better quarters ahead for the Thermador subsidiary (-2% in Q2 after -19% in Q1: a gradual recovery in the heat pump market expected in H2), iv/ the DIY market is still being penalised by lacklustre household consumption (Odrea -16% in Q2) but the Mecafer subsidiaries (+5.6%, thanks to good sales of generating sets) and Aello (+17%, with the swimming pool market remaining solid) are picking up. Looking beyond the figures, management's view seems to be more positive, with the feeling that the group appears to have touched bottom and that volumes are gradually improving (June was better than May and April). Apart from Jetly (pumps), which still seems to be in the doldrums (complicated irrigation market), all the other subsidiaries should return to growth in H2. At the same time, management remains focused on good margin management, with a positive impact from the decline of the dollar (35% of purchases in dollars).

## Outperform vs Neutral TP of € 93 vs € 80

Our estimates include the acquisitions of C2AI (on 1 July 2025) and Quilinox (in anticipation of the closing which should take place at the end of September). For 2025, we maintain our scenario broadly unchanged, i.e. sales of  $\in$  505m, up 0.5% (-2% I-f-I) and underlying operating profit of  $\in$  61.4m, i.e. an underlying operating margin of 12.1%. In contrast, we are raising our expectations for 2026, anticipating a stronger rebound (recovery in the new-build and renovation markets, very favourable base effect in the sprinkler and DIY sectors, and contribution from acquisitions: C2AI and Quilinox): Sales of  $\in$  550m (up 8.9%, of which +5.6% I-f-I) and underlying operating profit of  $\in$  70m (underlying operating margin of 12.7%), which should benefit from the weaker dollar. The update of our model gives us a target price of  $\in$  93, implying an EV/EBIT 2026e multiple of 11x (in line with historical average). We have upgraded our rating to Outperform (from Neutral) to play the gradual recovery in H2 and, especially, a more significant improvement in 2026 based on solid fundamentals.

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Monday, July 14, 2025



Thermador Groupe Specialist Retailing   France		Outperform				Price 79.		
PER SHARE DATA (€)	12/20	pside 16.	12/22	12/23	12/24	TP 93.	0€ 12/26e	12/27e
Adjusted EPS	3.95	5.75	6.40	6.01	4.62	4.69	5.36	5.74
Reported EPS	3.95	5.75	6.40	6.34	4.87	4.95	5.66	6.05
Growth in adjusted EPS Net dividend per share	11.2% 1.82	45.4% 2.00	11.3% 2.08	-6.1% 2.08	-23.1% 2.08	1.5% 2.08	14.2% 2.08	7.0% 2.08
FCF to equity per share	3.14	1.78	1.56	5.31	7.68	5.31	4.16	5.37
Book value per share	26.37	30.27	34.66	39.00	41.63	44.56	48.13	52.09
Number of shares market cap (m)	9.20	9.20	9.20	9.20	9.20	9.20	9.20	9.20
Number of diluted shares (m)  VALUATION (€m)	9.16 12/20	9.20 <b>12/21</b>	9.20 12/22	9.70 <b>12/23</b>	9.70 <b>12/24</b>	9.70 12/25e	9.70 12/26e	9.70 12/27e
12m highest price (€)	66.20	104	104	100	90.90	80.20	11,200	12/2/0
12m lowest price (€)	35.70	65.60	63.60	64.40	68.30	62.50	70.00	70.00
(*) Reference price (€)	53.45	88.90	87.31	85.75	79.37	79.90	79.90	79.90
Capitalization Restated Net debt	492 -0.9	818 0.9	803 30.5	789 3.5	730 -32.7	735 -44.6	735 -63.6	735 -93.7
Minorities (fair value)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Financial fixed assets (fair value)	1.7	1.6	1.7	1.3	2.2	19.9	19.9	19.9
Provisions Enterprise Value	4.5 <b>494</b>	3.9 <b>821</b>	3.5 <b>836</b>	3.9 <b>795</b>	4.2 <b>699</b>	4.2 <b>675</b>	4.2 <b>656</b>	4.2 <b>626</b>
P/E (x)	13.5	15.5	13.6	14.3	17.2	17.0	14.9	13.9
P/CF (x)	11.5	13.6	11.9	11.4	13.1	12.8	11.4	10.6
Net Yield	3.4%	2.2%	2.4%	2.4%	2.6%	2.6%	2.6%	2.6%
FCF yield	5.9%	2.0%	1.8%	6.2%	9.7%	6.6%	5.2%	6.7%
P/B incl. GW (x) P/B excl. GW (x)	2.03 2.64	2.94 3.68	2.52 3.35	2.20 2.82	1.91 2.43	1.79 2.25	1.66 2.04	1.53 1.85
EV/Sales (x)	1.25	1.69	1.51	1.37	1.39	1.34	1.19	1.09
EV/EBITDA (x)	8.5	10.2	9.5	8.5	9.6	9.2	7.9	7.1
EV/Current EBIT (x)	9.6	11.2	10.5	9.8	11.6	11.0	9.4	8.3
(*) historical average price PROFIT AND LOSS (€m)	12/20	12/21	12/22	12/23	12/24	12/25e	12/26e	12/27e
Sales	396	486	554	581	504	505	550	575
EBITDA	58	80	88	93	73	73	83	88
Depreciations Current EBIT	-6.9 <b>51</b>	-7.2 <b>73</b>	-8.2 <b>80</b>	-12.2 <b>81</b>	-12.5 <b>60</b>	-11.7 <b>61</b>	-12.5 <b>70</b>	-13.4 <b>75</b>
Published EBIT	51	73	80	81	60	61	70 70	75
Net financial income	-0.4	-0.2	-0.5	-1.1	0.4	0.0	0.0	0.0
Corporate Tax	-14.8	-20.1	-20.1	-21.4	-15.8	-16.0	-18.2	-19.5
Net income of equity-accounted companies Profit/loss of discontinued activities (after tax)	0.0 0.0	0.0 0.0	0.0 0.0	0.0 0.0	0.0 0.0	0.0 0.0	0.0 0.0	0.0
Minority interests	-0.0	-0.0	0.0	0.0	0.0	-0.0	-0.0	-0.0
Attributable net profit	36.2	53	59	58	44.8	45.4	52	55
Adjusted attributable net profit BALANCE SHEET (€m)	36.2 12/20	53 12/21	59 12/22	58 12/23	44.8 12/24	45.4 12/25e	52 12/26e	55 12/27e
Goodwill	56.3	56.3	79.0	79.0	82.3	82.3	82.3	82.3
Other intangible assets	9.2	9.1	22.5	20.2	19.3	16.7	14.3	12.0
Tangible fixed assets WCR	64.1 118	70.5 150	74.0 182	72.2 197	68.8 183	69.1 182	69.1 199	68.5 208
Financial assets	1.7	1.6	1.7	1.3	2.2	19.9	19.9	19.9
Ordinary shareholders equity	241	278	319	359	382	409	441	478
Minority interests	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0
Shareholders equity Non-current provisions	242 8.7	279 8.0	319 10.5	359 10.6	382 10.8	409 10.8	441 10.8	478 10.8
Net debt	-0.9	0.9	30.5	3.5	-32.7	-44.6	-63.6	-93.7
CASH FLOW STATEMENT (€m)	12/20	12/21	12/22	12/23	12/24	12/25e	12/26e	12/27e
EBITDA Change in WCR	58.3	80.4	87.8	93.1	72.7	73.0	82.6	88.4
Interests & taxes	-3.4 -15.2	-31.6 -20.3	-42.2 -20.7	-13.0 -22.5	18.8 -15.4	1.1 -16.0	-16.2 -18.2	-9.2 -19.5
Others	-0.4	0.0	0.3	-1.1	-1.8	0.0	0.0	0.0
Operating Cash flow	39.2	28.5	25.2	56.4	74.3	58.2	48.1	59.7
CAPEX Free cash-flow	-10.5 <b>28.7</b>	-12.1 <b>16.4</b>	-10.8 <b>14.3</b>	-7.6 <b>48.8</b>	-3.8 <b>70.5</b>	-9.5 <b>48.7</b>	-10.0 <b>38.2</b>	-10.5 <b>49.2</b>
Acquisitions / disposals	-5.0	0.0	0.0	0.0	-4.9	-17.7	0.0	0.0
Dividends	-16.4	-16.7	-18.4	-19.1	-19.1	-19.1	-19.1	-19.1
Net capital increase	2.9	0.0	0.0	0.0	-2.3	0.0	0.0	0.0
Others Change in net cash	-1.1 10.2	-1.4 -1.8	-1.6 -29.7	-2.0 27.0	-2.5 36.2	0.0 11.8	0.0 19.0	0.0 30.1
GROWTH MARGINS PRODUCTIVITY	12/20	12/21	12/22	12/23	12/24	12/25e	12/26e	12/27e
Sales growth	7.2%	23.0%	13.8%	4.9%	-13.3%	0.2%	8.9%	4.6%
Lfl sales growth Current EBIT growth	<b>2.6%</b> 7.5%	<b>21.2%</b> 42.3%	<b>12.0%</b> 8.7%	- <b>1.8%</b> 1.6%	- <b>13.5%</b> -25.5%	- <b>1.9%</b> 1.9%	<b>5.6%</b> 14.2%	<b>4.6%</b> 7.0%
Growth in adjusted EPS	11.2%	42.3% 45.4%	11.3%	-6.1%	-23.1%	1.5%	14.2%	7.0%
Net margin	9.1%	10.9%	10.6%	10.0%	8.9%	9.0%	9.4%	9.6%
EBITDA margin	14.7%	16.5%	15.9%	16.0%	14.4%	14.5%	15.0%	15.4%
Current EBIT margin CAPEX/Sales	<b>13.0%</b> -2.7%	<b>15.0%</b> -2.5%	<b>14.4%</b> -2.0%	<b>13.9%</b> -1.3%	<b>11.9%</b> -0.8%	<b>12.1%</b> -1.9%	<b>12.7%</b> -1.8%	13.0% -1.8%
WCR/Sales	29.8%	30.8%	32.8%	33.8%	36.4%	36.1%	36.1%	36.1%
Tax Rate	29.1%	27.5%	25.5%	26.9%	26.1%	26.0%	26.0%	26.0%
Normative tax rate	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
Asset Turnover ROCE post-tax (normative tax rate)	1.6 <b>16.0</b> %	1.8 <b>20.6</b> %	1.7 <b>18.6%</b>	1.6 <b>16.7%</b>	1.4 <b>12.5%</b>	1.4 13.1%	1.5 <b>14.7%</b>	1.6 <b>15.3</b> %
ROCE post-tax (normative tax rate)	20.7%	26.1%	23.5%	21.4%	16.1%	17.0%	19.1%	19.7%
ROE	15.7%	20.3%	19.7%	17.2%	12.1%	11.5%	12.2%	12.1%
DEBT RATIOS Conving	12/20	12/21	12/22	12/23	12/24	12/25e	12/26e	12/27e
Gearing Net Debt / Market Cap	0% 0.00	0% 0.00	10% 0.04	1% 0.00	-9% -0.04	-11% -0.06	-14% -0.09	-20% -0.13
Net debt / EBITDA	-0.02	0.01	0.35	0.04	-0.45	-0.61	-0.77	-1.06
EBITDA / net financial charges	148.7	363.6	160.8	84.0	-193.4	ns	ns	ns
Sources: ODDO BHF Securities, SIX								

Monday, July 14, 2025



#### Valuation method

Our target prices are established on a 12-month timeframe and we use three valuation methods to determine them. First, the discounting of available cash flows using the discounting parameters set by the Group and indicated on ODDO BHF' website. Second, the sum-of-the-parts method based on the most pertinent financial aggregate depending on the sector of activity. Third, we also use the peer comparison method which facilitates an evaluation of the company relative to similar businesses, either because they operate in identical sectors (and are therefore in competition with one another) or because they benefit from comparable financial dynamics. A mixture of these valuation methods may be used in specific instances to more accurately reflect the specific characteristics of each company covered, thereby fine-tuning its evaluation.

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The opinions expressed in the financial analysis are opinions as per a particular date, i.e. the date indicated in the financial analysis. The recommendation (cf. explanation of the recommendation systematic) can change owing to unforeseeable events which may, for instance, have repercussions on both the company and on the whole industry.

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Recommendation and target price changes history over the last 12 months for the company analysed in this report					
Date	Reco	Price Target (EUR)	Price (EUR)	Analyst	
03/03/25	Neutral	80.00	65.60	Jeremy Garnier	
16/01/25	Neutral	82.00	70.00	Jeremy Garnier	
12/07/24	Neutral	88.00	78.90	Jeremy Garnier	
12/06/24	Neutral	90.00	87.90	Jeremy Garnier	

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Recommendation split				
		Outperform	Neutral	Underperform
Our whole coverage	(783)	51%	41%	8%
Liquidity providers coverage	(120)	47%	46%	8%
Research service coverage	(75)	55%	40%	5%
Investment banking services	(47)	64%	32%	4%

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Monday, July 14, 2025



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Have any modifications been made to the conclusions of the analysis following its verification by the issuer?	No
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Have those responsible for the drafting of the present document received remuneration directly linked to investment firm service transactions or any other kind of transaction they carry out or any trading commissions they or any legal person who is part of the same group receive?	No

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Monday, July 14, 2025

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