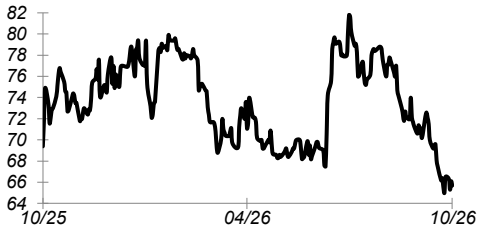
PORTZAMPARC
BNP PARIBAS GROUP

THERMADOR GROUPE

Industrials



16 October 2026

Price: €65,70

Target Price: €84,00

STRONG BUY (1)

Opinion unchanged

1 : Strong Buy 2 : Buy 3 : Hold 4 : Reduce 5 : Sell

Price at 15/10/2026

Sales Q3 / Contact management

Source : FactSet Research

Market	**Euronext**
ISIN / Mnemonic	FR0013333432 / THEP
Reuters / Bloomberg	THHG.PA / THEP FP
Index	CAC Small

Research partially paid by the issuer

PEA-PME	Yes
Market Cap (€m)	**604,42**
Float (%)	74,4%
Nbre of shares (Mio)	9,200
Closing	31-Dec

	25	**26e**	**27e**
PER	**16,8**	**12,3**	**11,4**
PCF	12,9	10,0	9,4
EV/Sales	1,2	1,0	0,9
EV/EBIT	10,5	7,9	6,8
PB	1,6	1,4	1,3
Yield	2,9%	3,2%	3,3%
Free Cash Flow Yield	9,0%	9,3%	8,7%
ROACE	12,1%	13,4%	14,7%
Sales	**501,7**	**537,5**	**563,0**
chge y/y-1	*-0,4%*	*7,1%*	*4,7%*
EBITDA	71,6	77,4	83,3
Underlying EBIT	59,4	66,0	71,9
% Sales	*11,8%*	*12,3%*	*12,8%*
EBIT	59,4	66,0	71,9
% Sales	*11,8%*	*12,3%*	*12,8%*
Decl.Net inc Group Sh	44,1	49,3	52,9
% Sales	*7,9%*	*9,2%*	*9,4%*
EPS	**4,79**	**5,36**	**5,75**
chge y/y-1	*-2,0%*	*11,9%*	*7,4%*
Restated EPS	**4,31**	**5,36**	**5,75**
Net Asset per Share	44,2	47,4	51,0
Net Dividend	2,10	2,14	2,30
NFD	-45,3	-82,3	-115,1

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Price Without Volume

The company reported Q3 sales that fell well short of our expectations. The slowdown is attributable to earlier-than-expected purchases at the end of Q2—which were more significant than anticipated—and a less favorable base period. Management's comments are not cause for alarm, but we sense that the company lacks visibility. For 2027, the goal should be to maintain volumes at best at current levels and to account for the return of significant supplier inflation, which will need to be factored back into pricing.

Q3 sales: €129.0M, up 3.7%, up 0.6% on a comparable basis vs. Q1 sales of €136.9M

Q3 results were disappointing, with organic growth of only +0.6%. We had expected a sequential slowdown (following +7.0% organic growth in Q2) but anticipated a more significant continuation of the recovery for certain subsidiaries, notably Thermador (Q3 sales +0.3%).

The trend of orders placed in advance of price increases was notably more pronounced than expected. Heat pumps and ventilation are supporting certain product lines (Axelair +33.6%, Aello +15.0%), but renovation and maintenance remain weak, and the summer water shortage is hurting the irrigation business (Jetly -7.2%). Management notes that the final weeks of the quarter showed improvement.

Significant supplier inflation

The price effect turned positive again in Q3, but the impact in 2026 is expected to remain limited (+0.5% to +1.0%). For 2027, suppliers are announcing increases of +5% to +10%, compounded by the CBAM (Carbon Border Adjustment Mechanism) and the risk of rising transportation costs. Management remains confident, however, that it can maintain its gross margin, although the extent of the volume contraction remains unclear.

The group will not take any risks with its inventory, which is expected to increase automatically in the coming weeks. With a net cash position of €75.1M, the group is well positioned to absorb this "effort."

Q4 will benefit from a lower base and embedded inflation. Nevertheless, we are lowering our forecast to €120.6M, representing a +1.6% increase compared to the previous year. Our 2026 sales forecast is thus revised down from €551.2M to €537.5M, with a relatively limited impact on EBIT (down 2.8% to €66.0M) and EPS (down 2.9% to €5.36). For 2027, we anticipate sales of €563.0M and EBIT of €71.9M, compared to €577.4M and €74.0M previously.

International Expansion as a Response to Reliance on the French Market

The group reaffirms its M&A ambitions, with a renewed focus on international expansion (particularly given the challenging French market environment, which is weighing on the stock). Targets exist, but we understand that the group is selective regarding valuations, in a European market where valuations are higher than those of French targets... and Thermador.

A disappointing Q3, but the medium- to long-term thesis remains unchanged: a solid balance sheet, stable gross margin, an unchanged dividend policy, and M&A potential. We are lowering our target price from €94 to €84 (due to a combination of a downward revision to our scenario and market conditions) and maintaining our Strong Buy recommendation (1).

This document is issued by Portzamparc, subsidiary of the BNP Paribas Group.
The investment recommendation in this document was issued on 16/10/2026 - 09:26 (GMT+1) and published for the first time on 16/10/2026 - 09:27 (GMT+1).

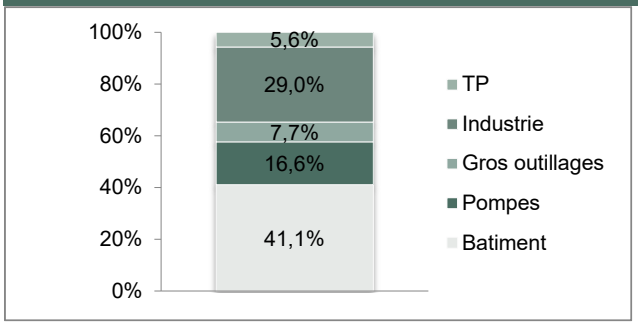
THERMADOR GROUPE

P&L Account	21	22	23	24	25	26e	27e	28e
Sales	486,5	553,8	581,0	503,9	501,7	537,5	563,0	575,9
chge y/y-1	*23,0%*	*13,8%*	*4,9%*	*-13,3%*	*-0,4%*	*7,1%*	*4,7%*	*2,3%*
organic chge	*22,2%*	*12,0%*	*-1,0%*	*-13,5%*	*-1,9%*	*3,5%*	*4,7%*	*2,3%*
EBITDA	80,5	88,7	93,4	74,2	71,6	77,4	83,3	87,5
Underlying EBIT	73,2	79,5	80,9	60,2	59,4	66,0	71,9	76,1
chge y/y-1	*42,5%*	*8,6%*	*1,7%*	*-25,6%*	*-1,3%*	*10,9%*	*9,0%*	*5,9%*
EBIT	73,2	79,5	80,9	60,2	59,4	66,0	71,9	76,1
RCAI	73,0	79,0	79,8	60,6	59,4	66,2	71,1	75,3
Tax Rate	-20,1	-20,1	-21,4	-15,8	-15,3	-16,9	-18,1	-19,2
Declared Group Net income	52,9	58,8	58,3	44,8	44,1	49,3	52,9	56,1
Restated Group Net income	48,7	52,7	53,2	40,4	39,6	49,3	52,9	56,1
chge y/y-1	*43,2%*	*8,2%*	*1,0%*	*-24,1%*	*-2,0%*	*24,4%*	*7,4%*	*6,0%*
AACR Sales 2023 / 2027e	-0,8%							
Gross Margin (%)	36,0%	34,8%	35,6%	36,2%	36,9%	36,7%	36,9%	36,9%
Operating Margin (%)	15,0%	14,4%	13,9%	11,9%	11,8%	12,3%	12,8%	13,2%
Net margin (%)	10,0%	9,5%	9,2%	8,0%	7,9%	9,2%	9,4%	9,7%
Tax Rate (%)	27,5%	25,5%	26,9%	26,1%	25,8%	25,5%	25,5%	25,5%
Cost of personnel / Sales (%)	-10,8%	-10,5%	-11,0%	-12,1%	-13,2%	-	-	-
Sales/employees (K€)	705	756	759	631	582	-	-	-
chge y/y-1	*13,0%*	*7,2%*	*0,5%*	*-17,0%*	*-7,7%*	-	-	-
Avg nb of staff	690	733	765	799	862	-	-	-
chge y/y-1	*8,9%*	*6,2%*	*4,4%*	*4,4%*	*7,9%*	-	-	-

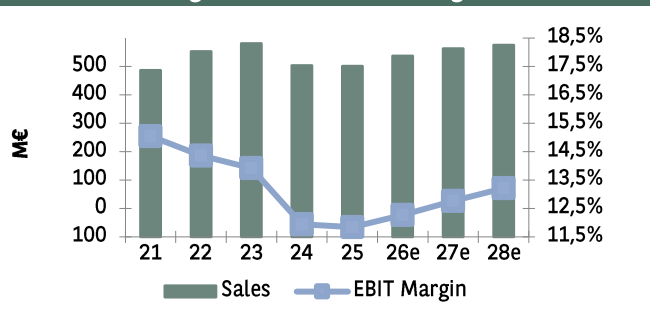
Balance Sheet	21	22	23	24	25	26e	27e	28e
Equity value (group's share)	278,5	318,8	358,8	382,4	406,5	436,5	469,7	504,6
Net Financial Debt	5,4	37,1	11,6	-29,2	-45,3	-82,3	-115,1	-147,5
Other	2,9	2,4	3,4	2,9	3,1	3,6	4,1	4,6
Invested Capital	**286,9**	**358,3**	**373,8**	**356,0**	**364,3**	**357,8**	**358,7**	**361,7**
Net Fixed Assets	142,1	184,5	184,4	180,4	200,4	200,3	200,1	200,2
o/w goodwill	56,3	79,0	79,0	82,3	89,7	0,0	0,0	0,0
o/w financial assets	1,6	1,7	1,3	2,2	1,8	1,8	1,8	1,8
WCR	146,4	175,4	190,6	177,8	165,7	159,4	160,4	163,4
Capital employed	**286,9**	**358,3**	**373,8**	**356,0**	**364,3**	**357,8**	**358,7**	**361,7**
Gearing (%)	1,9%	11,6%	3,2%	-7,6%	-11,1%	-18,8%	-24,5%	-29,2%
WCR/Sales (%)	30,1%	31,7%	32,8%	35,3%	33,0%	29,6%	28,5%	28,4%
Net Financial Debt/EBITDA (x)	0,1	0,4	0,1	ns	ns	ns	ns	ns
ROE (%)	19,0%	18,5%	16,3%	11,7%	10,8%	11,3%	11,3%	11,1%
ROACE (%) after normative tax	20,2%	18,1%	16,2%	12,1%	12,1%	13,4%	14,7%	15,5%

Cash Flow statement	21	22	23	24	25	26e	27e	28e
Cash Flow	58,8	65,7	67,5	52,9	51,8	60,7	64,3	67,5
Change in WCR	-31,6	-42,2	-13,0	18,8	14,0	6,3	-1,0	-3,0
Capital expenditures	-12,2	-11,0	-7,7	-4,1	-5,7	-10,8	-10,7	-11,0
% of Sales	2,5%	2,0%	1,3%	0,8%	1,1%	2,0%	1,9%	1,9%
Free Cash Flow	**14,9**	**12,5**	**46,8**	**67,6**	**60,1**	**56,3**	**52,6**	**53,5**
Asset disposal	0,1	0,2	0,0	0,3	0,6	0,0	0,0	0,0
Financial Investments	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Dividends	-16,7	-18,4	-19,1	-19,1	-19,1	-19,3	-19,7	-21,2
Capital increase	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Other	-1,6	-26,0	-2,3	-8,0	-25,5	0,0	0,0	0,0
Change in Net Financial Debt	3,3	31,7	-25,4	-40,9	-16,1	-36,9	-32,9	-32,4
Net Financial Debt	**5,4**	**37,1**	**11,6**	**-29,2**	**-45,3**	**-82,3**	**-115,1**	**-147,5**

Sales breakdown



Change in Sales and EBIT Margin



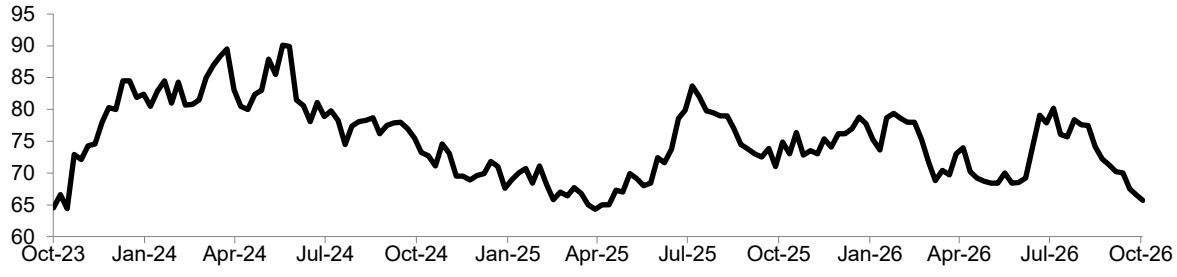
THERMADOR GROUPE

Data per Share	21	22	23	24	25	26e	27e	28e
EPS	5,75	6,40	6,34	4,88	4,79	5,36	5,75	6,10
chge y/y-1	43,2%	8,2%	1,0%	-23,8%	-2,3%	24,4%	7,4%	6,0%
CFPS	6,4	7,1	7,3	5,8	5,6	6,6	7,0	7,3
NAPS	30,3	34,7	39,0	41,7	44,2	47,4	51,0	54,8
Net Dividend (distributed y+1)	2,00	2,08	2,08	2,08	2,10	2,14	2,30	2,44
Payout (%)	37,8%	36,3%	36,0%	47,2%	48,8%	40,0%	40,0%	40,0%
AACR EPS 2023 / 2027e	-0,1%							
AACR CFPS 2023 / 2027e	-1,2%							

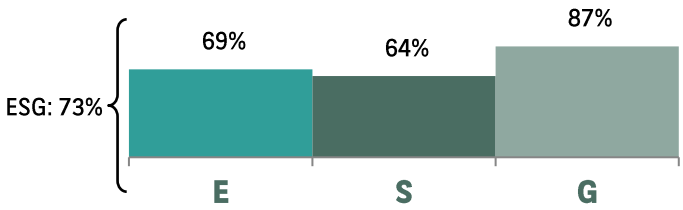
Valuation	21	22	23	24	25	26e	27e	28e
PER (x)	16,8	15,2	14,8	18,0	16,8	12,3	11,4	10,8
PCF (x)	13,9	12,2	11,7	13,8	12,9	10,0	9,4	9,0
PNAV (x)	2,9	2,5	2,2	1,9	1,6	1,4	1,3	1,2
EV/Sales (x)	1,7	1,5	1,4	1,4	1,2	1,0	0,9	0,8
EV/EBITDA (x)	10,2	9,5	8,6	9,4	8,7	6,8	5,9	5,2
EV/EBIT (x)	11,2	10,5	9,9	11,6	10,5	7,9	6,8	6,0
Free Cash Flow Yield (%)	1,8%	1,6%	5,9%	9,3%	9,0%	9,3%	8,7%	8,9%
Yield (%)	2,0%	2,3%	2,4%	2,6%	2,9%	3,2%	3,3%	3,5%
Market Cap (M€)	818,0	803,6	789,0	730,2	668,6	606,5	606,5	606,5
Enterprise Value (EV)	821,9	839,0	799,3	698,8	621,5	522,4	489,6	457,2
Reference Price (€)	**88,9**	**87,3**	**85,8**	**79,4**	**72,4**	**65,7**	**65,7**	**65,7**
Nb of shares (Mio)	9,201	9,201	9,201	9,201	9,231	9,231	9,231	9,231
Restated Nb of shares (Mio)	9,198	9,198	9,201	9,171	9,201	9,201	9,201	9,201
% dilution	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Listing Date	01/06/1987							
Adjusted Listing Price	6,0 €							

Intermediate Data	21	22	23	24	25	26
Q1 Sales	127,0	142,7	170,5	141,2	129,9	142,4
Q2 Sales	135,7	144,9	153,2	130,3	128,8	145,5
H1 Sales	262,7	287,6	323,7	271,6	258,7	288,0
H1 EBIT	39,1	41,3	47,2	34,1	29,9	35,1
H1 restated Net result Group share	26,0	30,9	34,5	25,3	22,2	-
H1 Operating Margin	14,9%	14,4%	14,6%	12,6%	11,6%	12,2%
H1 Net Margin	9,9%	10,7%	10,7%	9,3%	8,6%	-
Q3 Sales	114,1	130,1	130,5	119,0	124,4	129,0
Q4 Sales	109,7	136,1	126,8	113,3	118,7	
H2 Sales	223,8	266,2	257,3	232,4	243,1	
H2 EBIT	34,1	38,2	33,7	26,1	29,5	
H2 restated Net result Group share	22,7	28,0	23,8	19,4	21,9	
H2 Operating Margin	15,2%	14,4%	13,1%	11,2%	12,1%	
H2 Net Margin	10,1%	10,5%	9,3%	8,4%	9,0%	
Growth Rate (y/y-1)						
Q1 Sales	33,8%	12,3%	19,5%	-17,2%	-8,0%	9,6%
Q2 Sales	46,1%	6,7%	5,7%	-14,9%	-1,2%	13,0%
Q3 Sales	5,4%	14,0%	0,3%	-8,8%	4,5%	3,7%
Q4 Sales	10,3%	24,1%	-6,9%	-10,6%	4,7%	
H1 Sales	39,9%	9,4%	12,6%	-16,1%	-4,7%	11,3%
H2 Sales	7,8%	19,0%	-3,4%	-9,7%	4,6%	
H1 EBIT	67,4%	5,6%	14,2%	-27,7%	-12,2%	17,2%
H2 EBIT	21,8%	12,1%	-11,9%	-22,5%	13,0%	

Price History



Taxonomy	Sales	Opex	Capex
Eligible	2%	2%	67%
Aligned	0%	0%	29%



THERMADOR GROUPE

ESG Criteria				
ENVIRONMENT	**2023**	**2024**	**2025**	**Comments**
Carbon footprint				
GHG emissions in kteqCO2 (Scope 1 and 2) / Sales (€m)	1,4	1,8	1,3	
SBTi validated CO2 targets	No	No	Yes	
Positive environmental impact identified	No	No	No	
Environmental Policy				
Publication of an environmental report	Yes	Yes	Yes	
Fines/environmental litigation over the last 3 years	No	No	No	
14001 certification	No	Yes	Yes	
SOCIAL	**2023**	**2024**	**2025**	**Comments**
Promoting diversity				
Share of women in company	36%	36%	36%	
Equal pay index women/men	89	81	90	
Action plan for equal opportunities and diversity	Yes	Yes	Yes	
Share of the disabled	3,1%	3,3%	3,8%	
Training				
Part of employees who received training during the last year	96%	86%	86%	
Recruitment & Attraction				
Employment turnover rate	9,3%	12%	7,8%	
Certification Great place to work	No	No	No	
Working conditions				
Presence of an HRD on the steering committee	No	Yes	Yes	
Encouraging employee shareholding	Yes	Yes	oui	
Number of shares held by employees	616	607	635	
Absenteeism rate	5,6%	5,8%	5,3%	
Workplace accident frequency rate	12,71	16,35	14,94	
GOVERNANCE & SHAREHOLDING	**2023**	**2024**	**2025**	**Comments**
Compliance with the Afep-Medef code	Yes	Yes	Yes	
Composition of governance bodies				
Separation of the functions of Chairman and Chief Executive Officer	No	No	No	
Number of members of the Board of Directors	12	11	11	
of which independent	5	5	5	
of which women	5	5	5	
Employee representative on the Board of Directors	Yes	Yes	Yes	
Attendance of Board members	95%	93%	94%	
Audit Committee	Yes	Yes	Yes	
Risk Committee	Yes	Yes	Yes	
Risk Committee: a section dedicated to cybersecurity	No	No	No	
CSR Committee	Yes	Yes	Yes	
Respect of minority shareholders				
Double/multiple voting rights	No	No	No	
Weight of the main shareholder	10%	10%	10%	
Executive compensation				
Transparency on the CEO's remuneration	Yes	Yes	Yes	
Statement of the CEO's remuneration	Yes	Yes	Yes	
Compensation of the CEO linked to CSR performance criteria	Yes	Yes	Yes	
Fairness ratio	5,97	6,19	5,7	
EXTERNAL STAKEHOLDERS	**2023**	**2024**	**2025**	**Comments**
Implementation of an ethics charter with its suppliers	No	Yes	Yes	
Implementation of customer satisfaction indicators	Yes	Yes	Yes	
Share of financial audit costs in audit costs	100%	100%	100%	

Compulsory disclosures

Stock recommendations

Our stock recommendations reflect the total return expected on the share over a 6-12 month investment horizon. They are based on target prices defined by the analyst and incorporate exogenous factors related to the market environment, which are subject to wide variations. Portzamparc's analysts use a fundamental multi-criteria approach when valuing a share (mainly, but not limited to, discounting of cash flows, comparable multiples, transaction multiples, sum of the parts and revalued net assets).

STRONG BUY (1): Expected return in excess of +15%

BUY (2): Expected return of between +5% and +15%

HOLD (3): Expected return of between -5% and +5%

REDUCE (4): Expected return of between -5% and -15%

SELL (5): Expected return of less than -15% or poor visibility on the fundamentals of the company.

All the disclaimers relating to Portzamparc's research (records of ratings, commitment to transparency, policy for handling conflicts of interest, rating system, rating breakdown, etc.) are available here : **Download the disclaimers here** (institutional investors) or by contacting your usual adviser (private investors).

Unless otherwise specified, all prices are previous day's closing prices.

Ratings applied to the issuer in the past 12 months

The following table shows the ratings and targets prices made by the financial analysis department of Portzamparc over a 12-month period.

Recommendations are updated either when a comment is made in connection with an official or legal publication, or when an exceptional event occurs (external growth, significant agreements).

Date	Analyst	Target Price	Closing Price	Recommendation
16 Oct 26 - 09:10:46	Arnaud Despre	84	65,7	Strong Buy
16 Oct 26 - 08:00:52	Arnaud Despre	84	65,7	Strong Buy
30 Jul 26 - 14:24:14	Arnaud Despre	94	75,4	Strong Buy
30 Jul 26 - 11:55:39	Arnaud Despre	94	75,4	Strong Buy
30 Jul 26 - 08:36:31	Arnaud Despre	94	75,4	Strong Buy
30 Jul 26 - 08:27:39	Arnaud Despre	94	75,4	Strong Buy
15 Jul 26 - 08:59:45	Arnaud Despre	94	80,1	Strong Buy
15 Jul 26 - 08:34:41	Arnaud Despre	94	80,1	Strong Buy
15 Jul 26 - 08:32:50	Arnaud Despre	94	80,1	Strong Buy
15 Jul 26 - 08:29:08	Arnaud Despre	94	80,1	Strong Buy
30 Jun 26 - 08:25:02	Arnaud Despre	92,5	75,6	Strong Buy
29 Jun 26 - 09:46:41	Arnaud Despre	92,5	74,2	Strong Buy
11 Jun 26 - 16:48:31	Arnaud Despre	92,5	69,5	Strong Buy
10 Jun 26 - 10:43:15	Arnaud Despre	92,5	68,6	Strong Buy
17 Apr 26 - 11:42:11	Arnaud Despre	92,5	71,6	Strong Buy
17 Apr 26 - 08:33:46	Arnaud Despre	92,5	71,6	Strong Buy
17 Apr 26 - 08:14:24	Arnaud Despre	92,5	71,6	Strong Buy
17 Apr 26 - 08:13:49	Arnaud Despre	92,5	71,6	Strong Buy
03 Mar 26 - 11:09:09	Arnaud Despre	92,5	77,5	Strong Buy
03 Mar 26 - 10:08:41	Arnaud Despre	92,5	77,5	Strong Buy
03 Mar 26 - 09:45:59	Arnaud Despre	92,5	77,5	Strong Buy
03 Mar 26 - 09:13:31	Arnaud Despre	92,5	77,5	Strong Buy
16 Jan 26 - 10:57:22	Arnaud Despre	92,5	79,4	Strong Buy
16 Jan 26 - 10:50:57	Arnaud Despre	92,5	79,4	Strong Buy
16 Jan 26 - 09:24:32	Arnaud Despre	92,5	79,4	Strong Buy
16 Jan 26 - 09:11:08	Arnaud Despre	92,5	79,4	Strong Buy
16 Oct 25 - 12:24:14	Arnaud Despre	93,5	69,4	Strong Buy
16 Oct 25 - 09:16:43	Arnaud Despre	93,5	69,4	Strong Buy
16 Oct 25 - 08:43:04	Arnaud Despre	93,5	69,4	Strong Buy
16 Oct 25 - 08:29:00	Arnaud Despre	93,5	69,4	Strong Buy

Potential conflicts of interest for PORTZAMPARC

Company	*Potential conflicts of interest*
Thermador Groupe	**6**

1. Portzamparc holds or controls 5% or more of the issuer's share capital;
2. The issuer, or its main shareholders, hold or control, directly or indirectly, 5% or more of Portzamparc's share capital;
3. Portzamparc has been lead manager or co-lead manager in a public offering of financial instruments of the issuer in the past 12 months;
4. Portzamparc is market maker for the financial instruments of the issuer;
5. Portzamparc has entered into a liquidity agreement with the issuer;
6. Portzamparc and the issuer have signed an analysis service agreement whereby Portzamparc has undertaken to produce and disseminate investment research on the issuer. Research report produced in accordance with charter of good practices regarding sponsored research. Research partially paid by the issuer, limited distribution;
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8. The author of this document or any person who has assisted in its preparation (or a member of their household), and any person who, while not involved in the preparation of the report, has had, or can be reasonably assumed to have had, access to material elements of this document prior to its dissemination, holds a net or short position representing more than 0.5% of the issuer's share capital;
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