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Equity Research from Kepler Cheuvreux 

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# Arverne Buy

France | Utilities

MCap: EUR326.3M

**Target Price:** EUR7.30  
**Current Price:** EUR8.80  
**Up/downside:** -17.0%  
**Market data:** 15 June 2026

|                          |                   |
|--------------------------|-------------------|
| Bloomberg: ARVEN FP      | Reuters: ARVEN.PA |
| Free float               |                   |
| Avg. daily volume (EURm) | 0.1               |
| YTD abs performance      | 79.6%             |
| 52-week high/low (EUR)   | 11.00/4.58        |

## New financing

### Key points:

- Arverne announced a project under which founder-CEO Pierre Brossollet would strengthen his stake in the company and then partner with INFRAGREEN V (a fund managed by RGREEN INVEST) to support Arverne's growth strategy.
- Thanks to this transaction and the ORANE announced on March 27, 2026, the group has secured financing of EUR70m.

### Arverne secures a strong long-term shareholder and financing partner

- Arverne announced a project under which founder-CEO Pierre Brossollet would strengthen his stake in the company and then partner with INFRAGREEN V (a fund managed by RGREEN INVEST) to support Arverne's growth strategy.
- The transaction would first involve the purchase of minority stakes from certain historical shareholders, allowing them to exit while enabling Brossollet to reinforce his position as the company's reference shareholder.
- The partnership would be structured through Geogreen, a holding company into which Brossollet would transfer his Arverne shares. INFRAGREEN V would then invest in Geogreen, while Brossollet would remain the majority owner.
- If completed, Geogreen would become the largest subscriber to Arverne's planned ORANE issuance, investing EUR37m and increasing the total size of the financing operation to EUR70m (including previously announced Bpifrance, Eiffel Essentiel, ADEME Investissement, and Crédit Mutuel Equity).
- The transaction is expected to close by 17 July 2026, with Arosco (Brossollet's holding company) and INFRAGREEN V acting in concert while keeping Geogreen's stake below 30% of shares and voting rights.
- Management presents the transaction as a key financing step for the "Dual Flow" strategic plan, aimed at accelerating the deployment of geothermal energy projects in France and supporting energy sovereignty, decarbonization, and industrial competitiveness.

## Company description

Arverne is a French industrial group driving the energy transition through the sustainable valorisation of subsoil resources. Leveraging its deep expertise in drilling and subsurface engineering, the company develops innovative geothermal and lithium projects to provide renewable heat and low-carbon materials essential for the decarbonisation effort.

### Management

Pierre Brossollet, CEO & Chairman  
Thierry Trouyet, Deputy CEO  
Emeline Othax, CFO

### Key shareholders

|                        |        |
|------------------------|--------|
| Free float             |        |
| Arosco (P. Brossollet) | 20.03% |
| Eiffel Essential       | 9.85%  |
| ADEME                  | 9.27%  |

### Investment case

- Arverne is an industrial player specialised in the valorisation of subsoil resources. The group is focused on three units: 1) geothermal heat and cooling, 2) Lithium de France (geothermal heat and lithium), and 3) Arverne Drilling Services (drilling operations).
- Its main competitive advantage stems from the synergy potential among its three entities, with drilling being crucial for the successful development of any geothermal activity.
- We see Arverne as a high-risk, high-reward story. Indeed, its development strategy relies exclusively on the development of geothermal energy and lithium, and to date, these activities generate no sales.

### Catalysts

- Production of the first geothermal heating plant (2027)
- Production of the first lithium tonnes (2028)
- Announcement of a subsidy.

### Valuation methodology

- We value Arverne using a sum-of-the-parts method to separate the geothermal, lithium, and drilling activities.
- The geothermal and the lithium activities are valued using a DCF and the drilling activities are valued with a FY 2026E EV/sales target multiple (1.0x).

### Risks to our rating

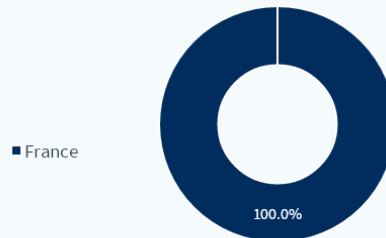
- Our valuation is highly dependent on the company's ability to scale up successfully.
- The group's growth will be capital-intensive. The group expects to obtain subsidies for 35% of this envelope. Lower-than-expected subsidies should therefore generate the need for dilutive financing.
- Potential delay in the democratisation of geothermal energy

## Key data charts

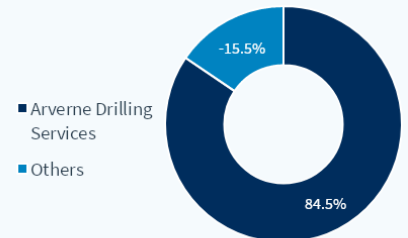
Price performance



Sales split by region



Sales split by division



## SWOT analysis

### Strengths

- Provides local, low-carbon, renewable energy.
- Business model offering strong synergies.
- Deep know-how in drilling activities.

### Opportunities

- Greater democratisation of geothermal heat.
- Increasing public aid to develop geothermal heat.
- International expansion.

### Weaknesses

- The group has no track record.
- Tensions regarding financing.
- Small cap with limited free float

### Threats

- Ambitious business plan: execution risk.
- Slower democratisation of EVs.
- Increased competition in these nascent markets.

**Valuation table**

Last model update: 28 April 2026

| FY to 31/12 (EUR)                    | na | na | na | 12/22 | 12/23     | 12/24  | 12/25  | 12/26E | 12/27E | 12/28E |
|--------------------------------------|----|----|----|-------|-----------|--------|--------|--------|--------|--------|
| <b>Per share data (EUR)</b>          |    |    |    |       |           |        |        |        |        |        |
| EPS adjusted                         | na | na | na | -0.11 | -2.20     | -0.34  | -0.58  | -0.78  | -1.15  | -0.77  |
| % Change                             | na | na | na |       | -1,902.8% | 84.6%  | -69.9% | -34.7% | -48.3% | 33.3%  |
| EPS adjusted and fully diluted       | na | na | na | -0.11 | -2.34     | -0.29  | -0.56  | -0.78  | -1.15  | -0.77  |
| % Change                             | na | na | na |       | -2,027.3% | 87.7%  | -95.2% | -38.5% | -48.6% | 33.3%  |
| EPS reported                         | na | na | na | -0.11 | -2.20     | -0.34  | -0.58  | -0.78  | -1.15  | -0.77  |
| % Change                             | na | na | na |       | -1,902.8% | 84.6%  | -69.9% | -34.7% | -48.3% | 33.3%  |
| EPS Consensus                        | na | na | na |       |           |        |        | -0.6   | -1.1   | -1.1   |
| Cash flow per share                  | na | na | na | -0.09 | -0.76     | -0.24  | -0.38  | -0.76  | -0.84  | -0.22  |
| Book value per share                 | na | na | na | -0.18 | 7.44      | 4.88   | 4.30   | 3.42   | 2.19   | 1.34   |
| DPS                                  | na | na | na | 0.00  | 0.00      | 0.00   | 0.00   | 0.00   | 0.00   | 0.00   |
| Number of shares, YE (m)             | na | na | na | 27.0  | 24.0      | 34.8   | 36.9   | 37.1   | 37.1   | 37.1   |
| Nbr of shares, fully diluted, YE (m) | na | na | na | 27.0  | 24.0      | 34.8   | 36.9   | 37.1   | 37.1   | 37.1   |
| <b>Share price</b>                   |    |    |    |       |           |        |        |        |        |        |
| Latest price / year end              | na | na | na | 9.9   | 9.5       | 4.0    | 4.9    | 8.8    | 8.8    | 8.8    |
| 52 week high                         | na | na | na | 10.0  | 11.5      | 9.7    | 5.6    | 11.0   |        |        |
| 52 week low                          | na | na | na | 9.6   | 8.8       | 3.8    | 3.7    | 4.6    |        |        |
| Average price (YTD)                  | na | na | na | 9.9   | 9.8       | 6.4    | 4.7    | 8.8    | 8.8    | 8.8    |
| <b>Enterprise value (EURm)</b>       |    |    |    |       |           |        |        |        |        |        |
| Market capitalisation                | na | na | na | 266   | 234       | 222    | 172    | 326    | 326    | 326    |
| Net financial debt                   | na | na | na | 2     | -132      | -109   | -64    | 69     | 152    | 262    |
| Pension provisions                   | na | na | na | 0     | 1         | 2      | 2      | 2      | 2      | 2      |
| IFRS 16 debt                         | na | na | na | 0     | 0         | 25     | 26     | 26     | 26     | 26     |
| Market value of minorities           | na | na | na | 2     | -18       | -11    | -28    | -30    | -30    | -30    |
| MV of equity affiliates (net of tax) | na | na | na | 0     | 0         | 0      | 0      | 0      | 0      | 0      |
| Others                               | na | na | na | 0     | 0         | 0      | 0      | 0      | 0      | 0      |
| Enterprise value                     | na | na | na | 270   | 86        | 128    | 108    | 394    | 477    | 587    |
| <b>Valuation</b>                     |    |    |    |       |           |        |        |        |        |        |
| P/E adjusted                         | na | na | na | nm    | nm        | nm     | nm     | nm     | nm     | nm     |
| P/E adjusted and fully diluted       | na | na | na | nm    | nm        | nm     | nm     | nm     | nm     | nm     |
| P/E consensus                        | na | na | na |       |           |        |        | nm     | nm     | nm     |
| P/BV                                 | na | na | na | nm    | 1.3       | 1.3    | 1.1    | 2.6    | 4.0    | 6.6    |
| P/CF                                 | na | na | na | nm    | nm        | nm     | nm     | nm     | nm     | nm     |
| Dividend yield (%)                   | na | na | na | 0.0%  | 0.0%      | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   |
| Dividend yield preference shares (%) | na | na | na | 0.0%  | 0.0%      | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   |
| Share buybacks over market cap (%)   | na | na | na | 0.0%  | 0.0%      | 0.0%   | 0.0%   | 0.0%   | 0.0%   | 0.0%   |
| Attributable FCF yield (%)           | na | na | na | -1.3% | -14.9%    | -7.4%  | -31.4% | -45.4% | -70.9% | -79.1% |
| ROE (%)                              | na | na | na | False | -64.7%    | -5.7%  | -12.6% | -20.2% | -41.1% | -43.6% |
| ROIC (%)                             | na | na | na | False | -1,174.7% | -55.4% | -43.6% | -22.6% | -19.4% | -9.7%  |
| EV/Sales                             | na | na | na | 25.98 | 8.53      | 9.03   | 6.01   | 25.85  | 11.89  | 5.40   |
| EV/EBITDA adj.                       | na | na | na | nm    | nm        | nm     | nm     | nm     | nm     | nm     |
| EV/EBIT adj.                         | na | na | na | nm    | nm        | nm     | nm     | nm     | nm     | nm     |
| EV/NOPAT                             | na | na | na | nm    | nm        | nm     | nm     | nm     | nm     | nm     |
| EV/IC                                | na | na | na | nm    | 5.5       | 3.1    | 2.3    | 2.6    | 2.5    | 2.2    |
| ROIC/WACC                            | na | na | na |       | nm        | nm     | nm     | nm     | nm     | nm     |
| EV/IC over ROIC/WACC                 | na | na | na | nm    | nm        | nm     | nm     | nm     | nm     | nm     |

**Income statement**

Last model update: 28 April 2026

| FY to 31/12 (EUR)                     | na | na | na | 12/22         | 12/23      | 12/24         | 12/25      | 12/26E     | 12/27E        | 12/28E        |
|---------------------------------------|----|----|----|---------------|------------|---------------|------------|------------|---------------|---------------|
| <b>Sales</b>                          | na | na | na | <b>10</b>     | <b>10</b>  | <b>14</b>     | <b>18</b>  | <b>15</b>  | <b>40</b>     | <b>109</b>    |
| <i>Sales % Change</i>                 | na | na | na |               | -3.0%      | 40.2%         | 27.0%      | -15.2%     | 163.3%        | 171.3%        |
| Gross profit                          | na | na | na | 9             | 9          | 13            | 16         | 14         | 36            | 98            |
| <i>Gross profit margin (%)</i>        | na | na | na | 90.0%         | 90.0%      | 90.0%         | 90.0%      | 90.0%      | 90.0%         | 90.0%         |
| EBITDA reported                       | na | na | na | -2            | -16        | -18           | -21        | -23        | -29           | -1            |
| <b>EBITDA adjusted</b>                | na | na | na | <b>-2</b>     | <b>-16</b> | <b>-18</b>    | <b>-21</b> | <b>-23</b> | <b>-29</b>    | <b>-1</b>     |
| <b>EBITDA margin (%)</b>              | na | na | na | <b>-19.4%</b> | <b>nm</b>  | <b>nm</b>     | <b>nm</b>  | <b>nm</b>  | <b>-71.9%</b> | <b>-1.2%</b>  |
| <i>EBITDA adjusted % Change</i>       | na | na | na |               | -693.4%    | -14.7%        | -14.3%     | -8.4%      | -26.7%        | 95.5%         |
| Depreciation and amortisation         | na | na | na | -2            | -2         | -2            | -5         | -7         | -15           | -28           |
| Goodwill impairment                   | na | na | na | 0             | 0          | 0             | 0          | 0          | 0             | 0             |
| Other financial result and associates | na | na | na | 0             | -48        | 0             | 0          | 0          | 0             | 0             |
| EBIT reported                         | na | na | na | -4            | -65        | -21           | -26        | -30        | -44           | -29           |
| <b>EBIT adjusted</b>                  | na | na | na | <b>-4</b>     | <b>-65</b> | <b>-21</b>    | <b>-26</b> | <b>-30</b> | <b>-44</b>    | <b>-29</b>    |
| <b>EBIT margin (%)</b>                | na | na | na | <b>-38.3%</b> | <b>nm</b>  | <b>nm</b>     | <b>nm</b>  | <b>nm</b>  | <b>nm</b>     | <b>-27.1%</b> |
| <i>EBIT adjusted % Change</i>         | na | na | na |               | -1,541.1%  | 68.3%         | -23.8%     | -15.8%     | -47.1%        | 32.6%         |
| Net financial items                   | na | na | na | 0             | 4          | 11            | 2          | -2         | -2            | -2            |
| Associates                            | na | na | na | 0             | 0          | 0             | 0          | 0          | 0             | 0             |
| Others                                | na | na | na | 1             | 2          | -2            | -1         | 0          | 0             | 0             |
| Earnings before tax                   | na | na | na | -3            | -59        | -11           | -25        | -32        | -46           | -32           |
| Tax                                   | na | na | na | 0             | 1          | 0             | 2          | 0          | 0             | 0             |
| <i>Tax rate (%)</i>                   | na | na | na | 25%           | 25%        | 25%           | 25%        | 25%        | 25%           | 25%           |
| Net profit from continuing op.        | na | na | na | -3            | -58        | -11           | -24        | -32        | -46           | -32           |
| Net profit from disc. activities      | na | na | na | 0             | 0          | 0             | 0          | 0          | 0             | 0             |
| Net profit before minorities          | na | na | na | -3            | -58        | -11           | -24        | -32        | -46           | -32           |
| Minorities                            | na | na | na | 0             | 2          | 1             | 3          | 3          | 3             | 3             |
| <b>Net profit reported</b>            | na | na | na | <b>-3</b>     | <b>-56</b> | <b>-10</b>    | <b>-21</b> | <b>-29</b> | <b>-43</b>    | <b>-29</b>    |
| Adjustments                           | na | na | na | 0             | 0          | 0             | 0          | 0          | 0             | 0             |
| <b>Net profit adjusted</b>            | na | na | na | <b>-3</b>     | <b>-56</b> | <b>-10</b>    | <b>-21</b> | <b>-29</b> | <b>-43</b>    | <b>-29</b>    |
| <b>Net profit margin (%)</b>          | na | na | na | <b>-28.5%</b> | <b>nm</b>  | <b>-70.6%</b> | <b>nm</b>  | <b>nm</b>  | <b>nm</b>     | <b>-26.2%</b> |
| <i>Net profit adjusted % Change</i>   | na | na | na |               | -1,792.0%  | 82.2%         | -107.3%    | -39.0%     | -48.6%        | 33.3%         |
| EPS reported (EUR)                    | na | na | na | -0.11         | -2.20      | -0.34         | -0.58      | -0.78      | -1.15         | -0.77         |
| EPS adjusted (EUR)                    | na | na | na | -0.11         | -2.20      | -0.34         | -0.58      | -0.78      | -1.15         | -0.77         |
| EPS adj. and fully diluted (EUR)      | na | na | na | -0.11         | -2.34      | -0.29         | -0.56      | -0.78      | -1.15         | -0.77         |
| EPS adj. and fully diluted % Change   | na | na | na |               | -2,027.3%  | 87.7%         | -95.2%     | -38.5%     | -48.6%        | 33.3%         |
| DPS (EUR)                             | na | na | na | 0.00          | 0.00       | 0.00          | 0.00       | 0.00       | 0.00          | 0.00          |
| <i>DPS % Change</i>                   | na | na | na |               |            |               |            |            |               |               |
| <i>Payout ratio (%)</i>               | na | na | na | 0%            | 0%         | 0%            | 0%         | 0%         | 0%            | 0%            |
| DPS preference shares (EUR)           | na | na | na | 0.0           | 0.0        | 0.0           | 0.0        | 0.0        | 0.0           | 0.0           |
| Consensus Sales (EURm)                | na | na | na |               |            |               |            | 19         | 41            | 109           |
| Consensus EBITDA (EURm)               | na | na | na |               |            |               |            | -20        | -9            | 21            |
| Consensus EBIT (EURm)                 | na | na | na |               |            |               |            | -28        | -40           | -30           |
| Consensus EPS (EUR)                   | na | na | na |               |            |               |            | -0.6       | -1.1          | -1.1          |

## Cash flow statement

Last model update: 28 April 2026

| FY to 31/12 (EUR)                       | na | na | na | 12/22     | 12/23       | 12/24      | 12/25      | 12/26E      | 12/27E      | 12/28E      |
|-----------------------------------------|----|----|----|-----------|-------------|------------|------------|-------------|-------------|-------------|
| Net profit before minorities            | na | na | na | -3        | -58         | -11        | -24        | -32         | -46         | -32         |
| Depreciation and amortisation           | na | na | na | 2         | -4          | 3          | 4          | 7           | 15          | 28          |
| Goodwill impairment                     | na | na | na | 0         | 0           | 0          | 0          | 0           | 0           | 0           |
| Change in working capital               | na | na | na | 0         | -5          | 5          | 3          | -5          | -2          | -7          |
| Others                                  | na | na | na | -1        | 47          | -3         | 2          | 2           | 2           | 2           |
| <b>Levered post tax CF before capex</b> | na | na | na | <b>-2</b> | <b>-19</b>  | <b>-7</b>  | <b>-14</b> | <b>-28</b>  | <b>-31</b>  | <b>-8</b>   |
| % Change                                | na | na | na |           | -716.5%     | 64.2%      | -94.8%     | -108.3%     | -10.9%      | 73.9%       |
| Capex                                   | na | na | na | -1        | -16         | -10        | -41        | -120        | -200        | -250        |
| Capex / Sales (%)                       | na | na | na | 11.2%     | 154.5%      | 67.2%      | 225.8%     | 787.8%      | 498.6%      | 229.8%      |
| <b>Free cash flow</b>                   | na | na | na | <b>-4</b> | <b>-35</b>  | <b>-16</b> | <b>-54</b> | <b>-148</b> | <b>-231</b> | <b>-258</b> |
| Free cash flow % Change                 | na | na | na |           | -886.5%     | 53.0%      | -228.8%    | -173.9%     | -56.1%      | -11.6%      |
| Acquisitions                            | na | na | na | 0         | 0           | 0          | 0          | 0           | 0           | 0           |
| Divestments                             | na | na | na | 0         | 0           | 0          | 0          | 0           | 0           | 0           |
| Dividend paid                           | na | na | na | 0         | 0           | 0          | 0          | 0           | 0           | 0           |
| Share buy back                          | na | na | na | 0         | 0           | 0          | 0          | 0           | 0           | 0           |
| Capital increases                       | na | na | na | 4         | 115         | 1          | 0          | 0           | 0           | 0           |
| Others                                  | na | na | na | -3        | 54          | -113       | -112       | -19         | 63          | 89          |
| <b>Change in net financial debt</b>     | na | na | na | <b>2</b>  | <b>-134</b> | <b>129</b> | <b>167</b> | <b>168</b>  | <b>169</b>  | <b>170</b>  |
| Change in cash and cash equiv.          | na | na | na | False     | 140         | -19        | -46        | -133        | -83         | -110        |
| Attributable FCF                        | na | na | na | -4        | -35         | -16        | -54        | -148        | -231        | -258        |
| Attributable FCF / Net profit(%)        | na | na | na | 119.7%    | 62.4%       | 164.7%     | 261.3%     | 514.8%      | 540.5%      | 904.8%      |
| Cash flow per share (EUR)               | na | na | na | -0.09     | -0.76       | -0.24      | -0.38      | -0.76       | -0.84       | -0.22       |
| % Change                                | na | na | na |           | -764.3%     | 69.0%      | -59.6%     | -101.8%     | -10.7%      | 73.9%       |
| Attributable FCF per share (EUR)        | na | na | na | -0.13     | -1.37       | -0.56      | -1.51      | -4.01       | -6.24       | -6.96       |
| % Change                                | na | na | na |           | -944.3%     | 59.3%      | -169.4%    | -165.4%     | -55.7%      | -11.6%      |

**Balance sheet**

Last model update: 28 April 2026

| FY to 31/12 (EUR)                   | na | na | na | 12/22     | 12/23      | 12/24      | 12/25      | 12/26E     | 12/27E      | 12/28E      |
|-------------------------------------|----|----|----|-----------|------------|------------|------------|------------|-------------|-------------|
| Cash and cash equivalents           | na | na | na | 3         | 143        | 124        | 78         | -55        | -139        | -249        |
| Inventories                         | na | na | na | 0         | 0          | 2          | 3          | 2          | 4           | 11          |
| Accounts receivable                 | na | na | na | 0         | 3          | 8          | 6          | 3          | 8           | 22          |
| Other current assets                | na | na | na | 9         | 14         | 14         | 16         | 16         | 16          | 16          |
| <b>Current assets</b>               | na | na | na | <b>12</b> | <b>161</b> | <b>147</b> | <b>102</b> | <b>-35</b> | <b>-111</b> | <b>-200</b> |
| Tangible assets                     | na | na | na | 7         | 19         | 52         | 56         | 169        | 354         | 576         |
| Goodwill                            | na | na | na | 0         | 1          | 2          | 3          | 4          | 5           | 6           |
| Other Intangible assets             | na | na | na | 4         | 39         | 53         | 80         | 80         | 80          | 80          |
| Financial assets                    | na | na | na | 0         | 0          | 0          | 0          | 0          | 0           | 0           |
| Other non-current assets            | na | na | na | 0         | 3          | 3          | 3          | 3          | 3           | 3           |
| <b>Non-current assets</b>           | na | na | na | <b>11</b> | <b>63</b>  | <b>110</b> | <b>142</b> | <b>256</b> | <b>443</b>  | <b>665</b>  |
| Short term debt                     | na | na | na | 3         | 2          | 2          | 2          | 2          | 2           | 2           |
| Accounts payable                    | na | na | na | 1         | 4          | 10         | 13         | 3          | 8           | 22          |
| Other short term liabilities        | na | na | na | 22        | 18         | 27         | 23         | 41         | 191         | 341         |
| <b>Current liabilities</b>          | na | na | na | <b>26</b> | <b>24</b>  | <b>39</b>  | <b>37</b>  | <b>45</b>  | <b>200</b>  | <b>364</b>  |
| Long term debt                      | na | na | na | 2         | 10         | 12         | 12         | 12         | 12          | 12          |
| Pension provisions                  | na | na | na | 0         | 1          | 2          | 2          | 2          | 2           | 2           |
| IFRS16 Debt                         | na | na | na | 0         | 0          | 25         | 26         | 26         | 26          | 26          |
| Other long term provisions          | na | na | na | 0         | 1          | 2          | 3          | 4          | 5           | 5           |
| Other long term liabilities         | na | na | na | 0         | 9          | 8          | 6          | 5          | 5           | 5           |
| <b>Non-current liabilities</b>      | na | na | na | <b>2</b>  | <b>22</b>  | <b>49</b>  | <b>49</b>  | <b>50</b>  | <b>51</b>   | <b>51</b>   |
| Shareholders' equity                | na | na | na | -5        | 178        | 170        | 159        | 127        | 81          | 50          |
| Minority interests                  | na | na | na | 0         | 0          | 0          | 0          | 0          | 0           | 1           |
| <b>Total equity</b>                 | na | na | na | <b>-5</b> | <b>178</b> | <b>170</b> | <b>159</b> | <b>127</b> | <b>81</b>   | <b>51</b>   |
| <b>Balance sheet total</b>          | na | na | na | <b>23</b> | <b>224</b> | <b>258</b> | <b>245</b> | <b>222</b> | <b>332</b>  | <b>465</b>  |
| % Change                            | na | na | na |           | 860.1%     | 15.3%      | -5.1%      | -9.4%      | 49.7%       | 40.1%       |
| Book value per share (EUR)          | na | na | na | -0.18     | 7.44       | 4.88       | 4.30       | 3.42       | 2.19        | 1.34        |
| % Change                            | na | na | na |           | +chg       | -34.4%     | -12.0%     | -20.4%     | -36.1%      | -38.9%      |
| Net financial debt                  | na | na | na | 2         | -132       | -109       | -64        | 69         | 152         | 262         |
| IFRS16 Debt                         | na | na | na | 0         | 0          | 25         | 26         | 26         | 26          | 26          |
| Pension provisions                  | na | na | na | 0         | 1          | 2          | 2          | 2          | 2           | 2           |
| Others                              | na | na | na | 0         | 0          | 0          | 0          | 0          | 0           | 0           |
| Net debt                            | na | na | na | 2         | -131       | -83        | -36        | 97         | 181         | 291         |
| Net fi. debt (+IFRS16) / EBITDA (x) | na | na | na | -1.0      | 8.2        | 4.6        | 1.8        | -4.2       | -6.2        | -222.0      |
| Trade working capital               | na | na | na | -1        | -1         | 0          | -4         | 2          | 4           | 11          |
| Net working capital                 | na | na | na | -14       | -5         | -14        | -11        | -23        | -170        | -314        |
| NWC/Sales                           | na | na | na | -134.3%   | -47.6%     | -96.6%     | -61.0%     | -150.5%    | -424.9%     | -288.2%     |
| Inventories/sales                   | na | na | na | 0.0%      | 4.1%       | 15.6%      | 15.2%      | 10.0%      | 10.0%       | 10.0%       |
| Invested capital                    | na | na | na | -7        | 16         | 41         | 48         | 150        | 188         | 268         |
| Net fin. debt / FCF (x)             | na | na | na | -0.6      | 3.8        | 6.6        | 1.2        | -0.5       | -0.7        | -1.0        |
| Gearing (%)                         | na | na | na | nm        | -74.0%     | -64.4%     | -40.6%     | 54.3%      | 187.6%      | 518.5%      |
| Goodwill / Equity (%)               | na | na | na | 0.0%      | 0.6%       | 1.2%       | 1.9%       | 3.2%       | 6.2%        | 11.9%       |

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|-------------------------------------|------|------|
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| Hold                                | 0%   | 0%   |
| Reduce                              | 0%   | 0%   |
| Not Rated/Under Review/Accept Offer | 100% | 100% |
| Total                               | 100% | 100% |

Source: Kepler Cheuvreux

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|---------------|------------------|-----------------|--------|--------------|-------------|
| Arverne (EUR) | 22/04/2026 06:31 | Equity Research | Buy    | 7.3          | 5.72        |

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# Local insight, European scale.



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