

This research has been commissioned and paid for by the company and does therefore not constitute an inducement caught by the prohibition under MiFID II

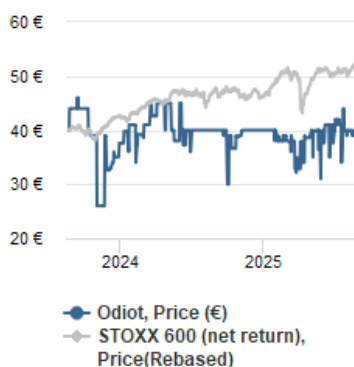
Opinion	<b>Buy</b>
Upside (%)	39.0
Price (€)	40
Target Price (€)	55.6
Bloomberg Code	MLODT FP
Market Cap (€M)	8.91
Enterprise Value (€th)	11,642
Momentum	GOOD
Sustainability	3/10
Credit Risk	BB→

#### Research Analysts

Jie Zhang

+33 (0) 1 70 61 10 50

[consumerdurables@alphavalue.eu](mailto:consumerdurables@alphavalue.eu)



# Odiot

## Odiot has ultra-luxury credentials with profits to follow

### PROS

- Odiot is about an ultra luxury rebirth in the admittedly small segment of silverware
- Odiot SA may be the springboard for sector consolidation and brand extension
- Odiot's now funded investment plans look cautious and help test the appetite

### CONS

- Odiot is a small-scale operation. Growing the business while safeguarding the integrity of the brand will require a measured approach over the next three years
- Odiot's relaunch is financed but through a relatively complex capital set up
- Demand is still being driven by BtoB clients (luxury hotels...). Marketing the brand to retail demand is bound to be slow and expensive

KEY DATA	12/23A	12/24A	12/25E	12/26E	12/27E
Adjusted P/E (x)	-0.05	-0.05	28.8	12.7	9.09
Dividend yield (%)	0.00	0.00	0.00	0.00	0.00
EV/EBITDA(R) (x)	12.5	26.0	28.1	9.90	6.94
Adjusted EPS (€)	-8.23	-8.15	1.39	3.16	4.40
Growth in EPS (%)	n/a	n/a	n/a	128	39.2
Dividend (€)	0.00	0.00	0.00	0.00	0.00
Sales (€th)	1,501	1,128	2,285	3,372	4,317
EBITDA/R margin (%)	11.2	16.3	18.1	32.0	34.2
Attributable net profit (€th)	-1,833	-1,816	-1,691	704	980
ROE (after tax) (%)	-183	64.9	43.4	-78.8	-2,227
Gearing (%)					311

#### Conflicts of interest

Corporate broking	No
Trading in corporate shares	No
Analyst ownership	No
Advice to corporate	No
Research paid for by corporate	Yes
Corporate access	No
Brokerage activity at AlphaValue	No
Client of AlphaValue Research	No

Detailed financials at the end of this report

**Key Ratios**

		12/24A	12/25E	12/26E	12/27E
Adjusted P/E	x	-0.05	28.8	12.7	9.09
EV/EBITDA	x	26.0	28.1	9.90	6.94
P/Book	x	-0.01	-7.44	-15.1	17.7
Dividend yield	%	0.00	0.00	0.00	0.00
Free Cash Flow Yield	%	-2,034	-18.7	3.88	8.90
ROE (after tax)	%	64.9	43.4	-78.8	-2,227
ROCE	%	205	25.5	44.4	51.2
Net debt/EBITDA	x	25.5	6.59	1.65	0.91

**Consolidated P&L**

		12/24A	12/25E	12/26E	12/27E
Sales	€th	1,128	2,285	3,372	4,317
EBITDA	€th	184	415	1,081	1,477
Underlying operating profit	€th	-816	406	1,007	1,349
Operating profit (EBIT)	€th	-816	406	1,007	1,349
Net financial expenses	€th	-1,000	-7.50	-77.5	-77.5
Pre-tax profit before exceptional items	€th	-1,816	399	929	1,272
Corporate tax	€th	0.00	-89.6	-225	-292
Attributable net profit	€th	-1,816	-1,691	704	980
Adjusted attributable net profit	€th	-1,816	309	704	980

**Cashflow Statement**

		12/24A	12/25E	12/26E	12/27E
Total operating cash flows	€th	184	-961	702	1,149
Capital expenditure	€th	-1,000	-700	-279	-279
Total investment flows	€th	-1,000	-700	-279	-279
Dividends (parent company)	€th	0.00	0.00	0.00	0.00
New shareholders' equity	€th	0.00	3,500	600	0.00
Total financial flows	€th	-1,000	1,657	377	-530
Change in net debt position	€th	-1,816	1,831	946	449
Free cash flow (pre div.)	€th	-1,816	-1,669	346	793

**Balance Sheet**

		12/24A	12/25E	12/26E	12/27E
Goodwill	€th	0.00	0.00	0.00	0.00
Total intangible	€th	0.00	0.00	0.00	0.00
Tangible fixed assets	€th	109	445	875	1,118
Right-of-use	€th	0.00	0.00	0.00	0.00
WCR	€th	-616	671	824	861
Total assets (net of short term liabilities)	€th	-78.4	2,062	1,843	2,363
Ordinary shareholders' equity (group share)	€th	-6,596	-1,197	-590	502
Provisions for pensions	€th	0.00	0.00	0.00	0.00
Net debt / (cash)	€th	4,565	2,734	1,788	1,340
Total liabilities and shareholders' equity	€th	-78.4	2,062	1,843	2,363
Gross Cash	€th	1,397	1,392	2,192	2,188
Dedicated assets	€th	0.00	0.00	0.00	0.00
Grantor's rights	€th	0.00	0.00	0.00	0.00
Off B/S business guarantees given	€th	0.00	0.00	0.00	0.00
Contingent considerations	€th	0.00	0.00	0.00	0.00

**Per Share Data**

		12/24A	12/25E	12/26E	12/27E
Adjusted EPS (bfr gwill amort. & dil.)	€	-8.15	1.39	3.16	4.40
Net dividend per share	€	0.00	0.00	0.00	0.00
Free cash flow per share	€	-8.15	-7.49	1.55	3.56
Book value per share	€	-29.6	-5.38	-2.65	2.26
Number of diluted shares (average)	Th	223	223	223	223

Contents

Businesses & Trends..... 4

Money Making..... 9

Valuation..... 11

DCF..... 13

NAV/SOTP..... 14

Debt..... 15

Worth Knowing..... 17

Sustainability..... 18

Governance & Management..... 19

Environment..... 20

Social..... 21

Graphics..... 22

Financials..... 23

Methodology..... 31

## Businesses & Trends

Founded in Paris in 1690, Odiot SA is one of France's oldest and most prestigious silversmith houses. It is renowned for its exceptional craftsmanship, as Jean-Baptiste-Claude Odiot, served as the official silversmith to Emperor Napoleon Bonaparte. Odiot's creations are said to have graced the tables of European royalty. This age-old reputation is clearly its prime asset, closely linked to its craftsmanship. Since its inception, Odiot has continued to chisel high-quality silverware and decorative pieces, maintaining its legacy of excellence.



Odiot Holding, initially listed under the name "Well," made its debut on the Euronext Access market on February 19, 2010, through a direct listing process. In July 2024, a change in its reference shareholder saw the company rebranded from Well to Odiot SA. This rebranding marked a renewed focus on

its core asset, the historic French silversmith brand Odiot. The Well/Odiot SA portfolio of assets has been narrowed down to Odiot SAS, the operating company, in which it owns 52%.

Odiot SA is all about Luxury Silverware and Decorative Arts. These are niche markets although they are worth ... €10bn. The global silverware market, encompassing flatware and decorative items, is experiencing steady growth. According to Future Market Insights, the flatware market was valued at approximately USD 11.5 billion in 2025 and is projected to reach USD 18.1 billion by 2035, reflecting a compound annual growth rate (CAGR) of 4.5%. There is no break-out detail for high-end silverware.

#### **Ultra-luxury seeks growth**

Odiot's clientele includes private collectors, luxury hotels/restaurants (the BtoB business on which it relies) and institutions seeking bespoke silver pieces. This market is driven by craftsmanship and brand heritage rather than by innovation. Purchasing decisions are influenced by exclusivity, historical significance and artisanal quality.

Entry barriers are down to high craftsmanship standards and brand heritage: Odiot's centuries-old legacy and recognition as a Living Heritage Company (*Entreprise du Patrimoine Vivant*) provide it with a competitive edge. Clearly Odiot owns a unique library of forms and designs (3,500 in all, 14 current collections).





Competitors include Christofle – a well-known French silversmith offering both traditional and contemporary designs (2024 sales: €70m) – and Puiforcat (€7.7m sales). Christofle is always mentioned but clearly in a lower league so no real competition in the luxury segment. Puiforcat is owned by Hermès. It relies on Odiot for part of its manufacturing with Puiforcat accounting for 30% of Odiot's revenues. Puiforcat has its own designs (more contemporary) and subcontracts to Odiot. It is not in competition product wise. Interestingly Hermès /Puiforcat appear keen to extend their foray into luxury tableware.

Outside of France, Robbe & Berking, a German heritage silversmith with strong international recognition, and Buccellati (part of Richemont, with €80m in revenues) are the only serious contenders. Other players remain niche and very limited in scale, such as British Silverware Ltd., which specializes in bespoke silverware manufacturing, and Calegari in Italy.

Odiot's market tends to be less exposed to traditional macroeconomic cycles thanks to its focus on high-net-worth individuals and institutions. However, the company is vulnerable to geopolitical developments, such as the Russia-Ukraine conflict, new US tariffs, and broader global uncertainties. These factors can disrupt discretionary spending patterns and project timelines, particularly given Odiot's strong reliance on interior designers to reach its end clients, whose activity often slows in periods of heightened geopolitical risk.

The growth drivers are a reliance on digital platforms to increase brand visibility and sales. An 'access to the brand' strategy has been deployed via the production of small silverware animals in the c.€500-€800 price band. The current management is also keen to extend the range of silversmith products beyond ultra high end cutlery and expand toward decorative pieces.

Recent growth plans include expanding the business with Puiforcat and recruiting sales agents for the USA, Middle-East and the UK. Over the mid-term the plan is to expand into emerging markets showing an appetite for luxury heritage goods. Odiot plans to strengthen its presence in international markets, particularly in Asia, through strategic partnerships and targeted marketing initiatives.

### Rebuilding a 'manufacture'

The key issue is not a lack of demand but how to satisfy it. Years of management decay had led to dramatically poor productivity. Things have been straightened out with no loss of artistic expertise meaning that the new management now makes a case for a four-fold increase in revenues over the next 4-5 years.

### Divisional Breakdown Of Revenues

Sector	12/24A	12/25E	12/26E	12/27E	Change 25E/24		Change 26E/25E	
					€th	of % total	€th	of % total
<b>Total sales</b>	<b>1,128</b>	<b>2,285</b>	<b>3,372</b>	<b>4,317</b>	<b>1,157</b> ↑	<b>100%</b>	<b>1,087</b> ↑	<b>100%</b>
<i>O/w organic growth (%)</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0</i> ↑	<i>0%</i>	<i>0</i> ↑	<i>0%</i>
<b>Cutlery</b> Luxury		1,750	2,100	2,574	1,750 ↑	151%	350 ↑	32%
<b>Shaped Decorative Pieces</b> Luxury								
<b>Prestigious Pieces</b> Luxury		0.00	300	400	0 ↑	0%	300 ↑	28%
<b>Special</b> Luxury			46.7	93.3			47 ↑	4%
<b>Renovation</b> Luxury		235	425	550	235 ↑	20%	190 ↑	17%
Other	1,128	300	500	700	-828 ↓	-72%	200 ↑	18%

### Key Exposures

	Revenues	Costs	Equity
£	10.0%	0.0%	0.0%
Dollar	25.0%	40.0%	0.0%
Emerging currencies	5.0%	0.0%	0.0%
Euro	60.0%	100.0%	100.0%
Long-term global warming	0.0%	0.0%	0.0%
Long-term interest rates	10.0%	10.0%	0.0%
Power price (MWh in €)	0.0%	10.0%	0.0%

### Sales By Geography

United States	10.0%
Saudi Arabia	9.0%
Of which Italy	45.0%
Of which France	36.0%

We address exposures (eg. how much of the turnover is exposed to the \$ ) rather than sensitivities (say, how much a 5% move in the \$ affects the bottom line). This is to make comparisons easier and provides useful tools when extracting relevant data.

Actually, the subject is rather complex on the ground. The default position is one of an investor managing in €. An investor in £ will obviously not react to a £ based stock trading partly in € as would a € based investor. In addition, certain circumstances can prove difficult to unravel such as for eg. a € based investor confronted to a Swiss company reporting in \$ but with a quote in CHF... Sales exposure is probably straightforward but one has to be careful with deep cyclical. Costs exposure is a bit less easy to determine (we do not allow for hedges as they can only be postponing the day of reckoning). How much of the equity is exposed to a given subject is rarely straightforward but can be quite telling. In addition, subjects are frequently intertwined. A \$ exposure may encompass all revenues in \$ pegged currencies and an emerging currency exposure is likely to include \$ pegged currencies as well.

Exposure to global warming issues is frequently indirect and may require to stretch a bit imagination.



## Money Making

The issue for Odiot – like for any ultra luxury firm – is to manage non-value-destructive growth. Brand stretching is always a quick fix but can come at a cost to the brand. When craftsmanship is the underlying manufacturing process (8 craftsmen in all to be grown to 15), capacity cannot be expanded overnight. As it is out of the question to subcontract, striving for extra volumes can only be achieved through more expert staffing, training, modernised tools and processes. The balance between new volume gains and actual net returns is expected to be immediately positive after such changes.

The pricing element matters too as Odiot will pass on the rising cost of precious metals as well as introduce price hikes, notably on one-off pieces of art. Prices are not the issue and some bigish decorative units have been turned into storage of value by some owners.

Odiot has started to update its industrial base (introduction of laser welding machines, internalisation of gold and silver baths) and recruit more which is inevitably likely to hit its bottom line for the first few years. Funding has been raised to that effect (see Debt section).

The group does however see a profitable growth path with its Ebitda margin projected to shoot from 16% in 2024 to 24% in 2026. Via more staff (+7) and renewed plant, the aim is to reduce production time. The figures used in this report are provided by the company.

Note that the legal set up whereby Odiot SA, the listed company, effectively owning 52% of Odiot SAS, the operating company. Odiot SA's consolidated accounts thus is bound to reflect significant minority interests which are currently not highlighted in the company's projections. Odiot SA has a number of intragroup contracts with the SAS (cancelled in consolidated accounts) but this need not matter over time if and when Odiot SA gets exhaustive control of Odiot SAS.

## Divisional EBITDA/R

	12/24A	12/25E	12/26E	12/27E	Change 25E/24		Change 26E/25E	
					€th	of % total	€th	of % total
<b>Total</b>	<b>184</b>	<b>415</b>	<b>1,081</b>	<b>1,477</b>	<b>231</b>	<b>100%</b>	<b>666</b>	<b>100%</b>
Cutlery								
Shaped Decorative Pieces								
Prestigious Pieces								
Special								
Renovation								
Other/cancellations	184	415	1,081	1,477	231	100%	666	100%

Divisional EBITDA/R margin

	12/24A	12/25E	12/26E	12/27E
Total	16.3%	18.1%	32.0%	34.2%
Cutlery				
Shaped Decorative Pieces				
Prestigious Pieces				
Special				
Renovation				

## Valuation

The peer-based valuations are obviously dominated by Hermès. Odiot is not actively restraining its sales as Hermès proudly does but there is a scarcity when it comes to buying its products. The next two years will tell whether the firm is more volume based which would warrant more mundane peers.

The DCF is driven by the expected fast paced growth in the next 3 years with the longer term growth in the out-years something of a stab in the dark. We have used the ultraluxury market's long-term growth seen at 12%/y.

Our NAV computations is a brave attempt to go granular using the Odiot provided segment sales. EV/Sales are applied with an inevitable degree of arbitrary

At the margin and depending on how well self-funded Odiot becomes, and thus how big its inventory of precious metal builds up, some investors may see a play on silver prices. For now this is a tall order. Note that, over 10 years, silver and gold have delivered broadly similar returns.



## Valuation Summary

Benchmarks		Values (€)	Upside	Weight
DCF		89.0	123%	35%
NAV/SOTP per share		53.9	35%	20%
EV/Ebitda	Peers	33.2	-17%	20%
P/E	Peers	60.0	50%	10%
Dividend Yield	Peers	0.00	-100%	10%
P/Book	Peers	20.0	-50%	5%
<b>Target Price</b>		<b>55.6</b>	<b>39%</b>	

## Comparison based valuation

Computed on 18 month forecasts	P/E (x)	Ev/Ebitda (x)	P/Book (x)	Yield(%)
Peers ratios	32.4	15.5	6.17	1.41
Odior's ratios	16.2	13.5	-10.8	0.00
Premium	-25.0%	-25.0%	-25.0%	-25.0%
<b>Default comparison based valuation (€)</b>	<b>60.0</b>	<b>33.2</b>	<b>20.0</b>	<b>0.00</b>
Hermes International	44.8	25.5	10.2	0.85
Richemont	20.0	12.8	3.15	2.53
Brunello Cucinelli	44.6	17.9	9.66	1.15
Bosideng	12.0	6.26	2.68	6.38

## DCF Valuation Per Share

WACC	%	9.96	Avg net debt (cash) at book value	€th	2,261
PV of cashflow FY1-FY11	€th	9,778	Provisions	€th	0.00
FY11CF	€th	2,643	Unrecognised actuarial losses (gains)	€th	0.00
Normalised long-term growth "g"	%	2.00	Financial assets at market price	€th	0.00
Sustainability "g"	%	1.65	Minorities interests (fair value)	€th	0.00
Terminal value	€th	31,815	Equity value	€th	19,831
PV terminal value	€th	12,313	Number of shares	Th	223
PV terminal value in % of total value	%	55.7	<b>Implied equity value per share</b>	€	<b>89.0</b>
Total PV	€th	22,092	Sustainability impact on DCF	%	-2.66

## Assessing The Cost Of Capital

Synthetic default risk free rate	%	3.50	Company debt spread	bp	800
Target equity risk premium	%	5.00	Marginal Company cost of debt	%	11.5
Tax advantage of debt finance (normalised)	%	25.0	<b>Company beta (leveraged)</b>	<b>x</b>	<b>1.34</b>
Average debt maturity	Year	5	Company gearing at market value	%	30.7
Sector asset beta	x	1.18	Company market gearing	%	23.5
Debt beta	x	1.60	<b>Required return on geared equity</b>	<b>%</b>	<b>10.2</b>
Market capitalisation	€th	8,908	Cost of debt	%	8.63
Net debt (cash) at book value	€th	2,734	<b>Cost of ungeared equity</b>	<b>%</b>	<b>9.39</b>
Net debt (cash) at market value	€th	1,642	WACC	%	9.96

## DCF Calculation

		12/24A	12/25E	12/26E	12/27E	Growth	12/28E	12/35E
Sales	€th	1,128	2,285	3,372	4,317	12.0%	4,835	10,690
EBITDA	€th	184	415	1,081	1,477	12.0%	1,655	3,658
EBITDA Margin	%	16.3	18.1	32.0	34.2		34.2	34.2
Change in WCR	€th	0.00	-1,286	-154	-36.7	10.0%	-40.4	-78.7
Total operating cash flows (pre tax)	€th	184	-872	927	1,441		1,614	3,579
Corporate tax	€th	0.00	-89.6	-225	-292	8.00%	-315	-540
<b>Net tax shield</b>	<b>€th</b>	<b>-250</b>	<b>-1.88</b>	<b>-19.4</b>	<b>-19.4</b>	<b>8.00%</b>	<b>-20.9</b>	<b>-35.9</b>
Capital expenditure	€th	-1,000	-700	-279	-279	5.00%	-292	-411
Capex/Sales	%	-88.7	-30.6	-8.26	-6.45		-6.05	-3.85
Pre financing costs FCF (for DCF purposes)	€th	-1,066	-1,663	404	851		985	2,591
Various add backs (incl. R&D, etc.) for DCF purposes	€th						2,300 <sup>(1)</sup>	
<b>Free cash flow adjusted</b>	<b>€th</b>	<b>-1,066</b>	<b>-1,663</b>	<b>404</b>	<b>851</b>		<b>3,285</b>	<b>2,591</b>
<b>Discounted free cash flows</b>	<b>€th</b>	<b>-1,066</b>	<b>-1,663</b>	<b>367</b>	<b>704</b>		<b>2,471</b>	<b>1,003</b>
Invested capital	€	-0.30	1.20	1.70	1.98		4.38	6.16

1. NPVed tax loss carry.

## NAV/SOTP Calculation

	% owned	Valuation technique	Multiple used	Valuation at 100% (€th)	Stake valuation (€th)	In currency per share (€)	% of gross assets
Cutlery	100%	EV/Sales	6	10,500	10,500	47.1	81.4%
Decorative & Prestigi...	100%	EV/Sales	4	1,200	1,200	5.39	9.30%
Special & renovation	100%	EV/Sales	4	1,200	1,200	5.39	9.30%
Other					0.00	0.00	0.00%
<b>Total gross assets</b>					<b>12,900</b>	<b>57.9</b>	<b>100%</b>
Net cash/(debt) by year end					-900 <sup>(1)</sup>	-4.04	-6.98%
Commitments to pay					0.00	0.00	0.00%
Commitments received					0.00	0.00	0.00%
NAV/SOTP					12,000	53.9	93.0%
<b>Number of shares net of treasury shares - year end (Th)</b>					<b>223</b>		
<b>NAV/SOTP per share (€)</b>					<b>53.9</b>		
<b>Current discount to NAV/SOTP (%)</b>					<b>25.8</b>		

1. Net debt of c. €2.7m is reduced by expected recoveries on financial assets (Vergnet for €1.4m and Preatoni for €0.4M). Management sees a positive outcome



## Debt

At the end of February, capital increases were achieved by (a) the conversion of the current accounts of AMC Asset Segregated, chairman Gilles-Emmanuel Trutat, and the directors, (b) the conversion of previous debts held by several Swiss private banks, a Luxembourg fund, and large individual investors, (c) the contribution of new funds by five qualified private investors.

The amount of the 3 capital increases totalled €5m (issue premium included) for 12,267,219 new shares issued at 0.40 euro per share. The funds raised have been devoted to the renovation of the industrial building located in Brétigny-sur Orge (France), the acquisition of new matrices, particularly for the Compiègne and Demidoff collections and a laser welding machine.

In May, a non-dilutive fundraising aimed to finance three priority areas: 1) the creation of strategic reserves of precious metals (silver and gold bullion) so as to anticipate demand and guarantee optimal delivery times; 2) the optimization of industrial tools, to improve production efficiency and support the anticipated growth; 3) The inventory and restoration of the House's historical archives, true witnesses to its artistic and cultural heritage.

Odiot Holding has issued senior unsecured, non-convertible bonds offering 8% for a €50k investment over five years and 12% for a €100k investment over two years, with a target raise of €1m.

At the margin for now, the precious metals needed for manufacturing could be hoarded for a short while. Directional positioning on metals could help the bottom line. Obviously, this would happen with limited risk as metals have a natural manufacturing exit. It is worth pointing out that, over long periods, gold and silver tend to deliver similar performances.

Detailed financials at the end of this report

**Funding - Liquidity**

		12/24A	12/25E	12/26E	12/27E
EBITDA	€th	184	415	1,081	1,477
Funds from operations (FFO)	€th	-816	317	778	1,108
<b>Ordinary shareholders' equity</b>	<b>€th</b>	<b>-6,596</b>	<b>-1,197</b>	<b>-590</b>	<b>502</b>
Gross debt	€th	5,962	4,126	3,980	3,528
+ Gross Cash	€th	1,397	1,392	2,192	2,188
<b>= Net debt / (cash)</b>	<b>€th</b>	<b>4,565</b>	<b>2,734</b>	<b>1,788</b>	<b>1,340</b>
Undrawn committed financing facilities	€th	0.00	0.00	0.00	0.00
Gearing (at book value)	%				311
Equity/Total asset (%)	%	8,408	-58.0	-32.0	21.3
Adj. Net debt/EBITDA(R)	x	25.5	6.59	1.65	0.91
Adjusted Gross Debt/EBITDA(R)	x	33.1	9.95	3.68	2.39
Adj. gross debt/(Adj. gross debt+Equity)	%	-1,210	141	117	87.5
Ebit cover	x	-0.82	54.1	13.0	17.4
FFO/Gross Debt	%	-13.4	7.69	19.5	31.4
FFO/Net debt	%	-17.9	11.6	43.5	82.7
FCF/Adj. gross debt (%)	%	-29.8	-40.4	8.69	22.5
(Gross cash+ "cash" FCF+undrawn)/ST debt	x	-0.14	-0.13	1.28	1.95
"Cash" FCF/ST debt	x	-0.61	-0.78	0.17	0.52

## Worth Knowing

The current owner-manager has secured financial partners to support a renewed focus on value creation at Odiot, with a likely exit envisaged within a limited number of years. Mr. Trutat continues to increase his stake toward 18%-20% while maintaining stable control, demonstrating both ambition and confidence in the business.

Given the company's limited assets and resources, pursuing overly rapid growth would be risky. Management will need to strike the right balance between expanding the top line and preserving the brand's artisanal standards and craftsmanship capacity (see valuation section).

## Shareholders

Name	% owned	Of which % voting rights	Of which % free to float
Trutat & related	48.0%	48.0%	0.00%
Members of the Board	2.00%	2.00%	0.00%
<b>Apparent free float</b>			<b>50.0%</b>

## Sustainability

### Sustainability score

Sustainability is made of analytical items contributing to the E, the S and the G, that can be highlighted as sustainability precursors and can be combined in an intellectually acceptable way. This is the only scale made available

	Score	Weight
<b>Governance</b>		
Independent directors rate	7/10	25%
Board geographic diversity	4/10	20%
Chairman vs. Executive split	✗	5%
<b>Environment</b>		
CO <sup>2</sup> Emission	1/10	25%
Water withdrawal	1/10	10%
<b>Social</b>		
Wage dispersion trend	0/10	5%
Job satisfaction	3/10	5%
Internal communication	10/10	5%
<b>Sustainability score</b>	<b>3.5/10</b>	<b>100%</b>

## Governance & Management

Little is known about the governance beyond the active involvement of the owner and management. Mr. Trutat has extensive experience in financial matters and in managing precision mechanics and metallurgy micro-caps, and he appears to have the practical capabilities required to address the operational and production challenges typically faced by a business of this size.

### Governance score

Company (Sector)

2.6 (5.5)

Independent board












Yes

Parameters	Company	Sector	Score	Weight
Number of board members	6	12	9/10	5.0%
Board feminization (%)	0	41	1/10	5.0%
Board domestic density (%)	83	70	4/10	10.0%
Average age of board's members	N/A	57	0/10	5.0%
Type of company : Under family influence			4/10	10.0%
Independent directors rate	66	45	7/10	20.0%
One share, one vote			✗	15.0%
Chairman vs. Executive split			✗	5.0%
Chairman not ex executive			✗	5.0%
Full disclosure on mgt pay			✗	0.0%
Disclosure of performance anchor for bonus trigger			✗	0.0%
Compensation committee reporting to board of directors			✗	5.0%
Straightforward, clean by-laws			✗	15.0%
<b>Governance score</b>			<b>2.6/10</b>	<b>100.0%</b>

### Management

Name		Function	Birth date	Date in	Date out	Compensation, in k€ (year)	
						Cash	Equity linked
Gilles-Emmanuel TRUTAT	M	 CEO		2024			
Laetitia MAFFEI	M	 co-CEO		2024			

### Board of Directors

Name		Indep.	Function	Completion of current mandate	Birth date	Date in	Date out	Fees / indemnity, in k€ (year)	Value of holding, in k€ (year)
Thierry BIGNET	M		Member			2024			
Marc JOBERT	M	 	Member			2024			
Laetitia MAFFEI	M	 	Member			2024			
Yves POZZO DI BORGO	M	 	Member			2024			
Emilie THÉBAULT	M	 	Member			2024			
Gilles-Emmanuel TRUTAT	M	 	Member			2024			

## Environment

The environmental score is mediocre as Odiot SA is not in a position to supply carbon and water data at this juncture

### Environmental score

Data sets evaluated as trends on rolling calendar, made sector relative

Parameters	Score	Sector	Weight
CO <sup>2</sup> Emission	1/10	4/10	30%
Water withdrawal	1/10	5/10	30%
Energy	2/10	4/10	25%
Waste	2/10	5/10	15%
<b>Environmental score</b>	<b>1.4</b>		<b>100%</b>

Company (Sector)

**1.4** (4.4)




















### Environmental metrics

Company

2025

1.4

### Sector figures

Company	Country	Environment score	Energy (total, in GJ)	CO2 Emissions (in tons)	Water Withdrawal (in m3)	Waste (total, in tons)
Prada		7/10	376,585	31,567	422,500	2,951
Moncler		5/10	224,240	20,140	5,428,118	1,700
Haier Smart Home - D shares		6/10	5,110,537	650,677	5,822,925	115,132
Knaus Tabbert		4/10	143,741	3,222	48,343	8,934
Odiot		1/10				
LVMH		7/10	6,333,156	198,368	4,244,877	157,780
Richemont		7/10	1,167,505	20,630	2,557,443	15,403
adidas		3/10	1,790,201	135,814	301,906	26,382
Kering		8/10	1,566,302	43,480	870,384	23,331
Swatch		7/10	1,343,880	61,489	391,734	8,111
Hermes International		6/10	841,446	52,257	628,000	18,717
Burberry		5/10	202,545	17,885	185,930	
Electrolux		6/10	2,862,313	216,000	2,816,000	152,270
Husqvarna		8/10	963,090	27,722	477,445	24,013
HUGO BOSS		4/10	493,758	25,520	58,180	7,870
PUMA		7/10	446,123	6,574	123,523	6,767
Seb		2/10	n/a	211,978	2,654,000	57,616
TomTom		6/10	32,130	1,393	8,670	134
CEWE		2/10	140,134	4,421		12,601



## Social

The HR score is weakened by the lack of historical staffing data. Silversmiths seem however happy to deploy their experience under the new growth plans.

### Social score

Company (Sector)

# 5.3

(6.4)

### Quantitative metrics (67%)

Set of staff related numerical metrics available in AlphaValue proprietary modelling aimed at ranking on social/HR matters

Parameters	Score	Weight
Staffing Trend	5/10	20%
Average wage trend	10/10	35%
Share of added value taken up by staff cost	1/10	25%
Share of added value taken up by taxes	1/10	20%
Wage dispersion trend	0/10	0%
Pension bonus (0 or 1)	0	
<b>Quantitative score</b>	<b>5.0/10</b>	<b>100%</b>

### Qualitative metrics (33%)

Set of listed qualitative criterias and for the analyst to tick

Parameters	Score	Weight
Accidents at work	10/10	25%
Human resources development	6/10	35%
Pay	0/10	20%
Job satisfaction	3/10	10%
Internal communication	10/10	10%
<b>Qualitative score</b>	<b>5.9/10</b>	<b>100%</b>

AlphaValue analysts tick boxes on essential components of the social/HR corporate life.

Decision about ticking Yes or No is very much an assessment that combines the corporate's communication on relevant issue and the analyst's better judgment from experience.

### Qualitative score

Parameters	Yes  / No 	Weight
<b>Accidents at work</b>		<b>25%</b>
Set targets for work safety on all group sites?		10.0%
Are accidents at work declining?		15.0%
<b>Human resources development</b>		<b>35%</b>
Are competences required to meet medium term targets identified?		3.5%
Is there a medium term (2 to 5 years) recruitment plan?		3.5%
Is there a training strategy tuned to the company objectives?		3.5%
Are employees trained for tomorrow's objectives?		3.5%
Can all employees have access to training?		3.5%
Has the corporate avoided large restructuring lay-offs over the last year to date?		3.5%
Have key competences stayed?		3.5%
Are managers given managerial objectives?		3.5%
If yes, are managerial results a deciding factor when assessing compensation level?		3.5%
Is mobility encouraged between operating units of the group?		3.5%
<b>Pay</b>		<b>20%</b>
Is there a compensation committee?		6.0%
Is employees' performance combining group AND individual performance?		14.0%
<b>Job satisfaction</b>		<b>10%</b>
Is there a measure of job satisfaction?		3.3%
Can anyone participate ?		3.4%
Are there action plans to prop up employees' morale?		3.3%
<b>Internal communication</b>		<b>10%</b>
Are strategy and objectives made available to every employee?		10.0%
<b>Qualitative score</b>	<b>5.9/10</b>	<b>100.0%</b>


## Momentum


Momentum analysis consists in evaluating the stock market trend of a given financial instrument, based on the analysis of its trading flows.


The main indicators used in our momentum tool are simple moving averages over three time frames: short term (20 trading days), medium term (50 days) and long term (150 days). The positioning of these moving averages relative to each other gives us the direction of the flows over these time frames.


For example, if the short and medium-term moving averages are above the long-term moving average, this suggests an uptrend which will need to be confirmed. Attention is also paid to the latest stock price relative to the three moving averages (advance indicator) as well as to the trend in these three moving averages - downtrend, neutral, uptrend - which is more of a lagging indicator.

The trend indications derived from the flows through moving averages and stock prices must be confirmed against trading volumes in order to confirm the signal. This is provided by a calculation based on the average increase in volumes over ten weeks together with a buy/sell volume ratio.

 : Strong momentum corresponding to a continuous and overall positive moving average trend confirmed by volumes

 : Relatively good momentum corresponding to a positively-oriented moving average, but offset by an overbought pattern or lack of confirmation from volumes

 : Relatively unfavorable momentum with a neutral or negative moving average trend, but offset by an oversold pattern or lack of confirmation from volumes

 : Strongly negative momentum corresponding to a continuous and overall negative moving average trend confirmed by volumes

## Moving Average MACD & Volume

€/€ sensitivity

£/£ sensitivity

Euro sensitivity

Sector Consumer Durables

## Detailed Financials

Valuation Key Data		12/24A	12/25E	12/26E	12/27E
Adjusted P/E	x	-0.05	28.8	12.7	9.09
Reported P/E	x	-0.05	-5.27	12.7	9.09
EV/EBITDA(R)	x	26.0	28.1	9.90	6.94
EV/EBIT	x	-5.86	28.7	10.6	7.59
EV/Sales	x	4.24	5.09	3.17	2.37
P/Book	x	-0.01	-7.44	-15.1	17.7
Dividend yield	%	0.00	0.00	0.00	0.00
Free cash flow yield	%	-2,034	-18.7	3.88	8.90
Average stock price	€	0.40	40.0	40.0	40.0

## Consolidated P&amp;L

		12/24A	12/25E	12/26E	12/27E
<b>Sales</b>	€th	1,128	2,285	3,372	4,317
<i>Sales growth</i>	%	-24.9	103	47.6	28.0
<i>Sales per employee</i>	€th	75.2	152	225	288
<b>Organic change in sales</b>	%	0.00	0.00	0.00	0.00
<b>Retail stores/outlets</b>	Unit	0	15	0	0
Purchases and external costs (incl. IT)	€th	0.00	-1,328	-1,334	-1,723
Staff costs	€th	-338	-542	-957	-1,117
Operating lease payments	€th	0.00	0.00	0.00	0.00
Cost of sales/COGS (indicative)	€th	0.00	-204	-310	-392
<b>EBITDA</b>	€th	184	415	1,081	1,477
<b>Reported EBITDA</b>	€th	184	291	718	1,030
EBITDA(R)	€th	184	415	1,081	1,477
<i>EBITDA(R) margin</i>	%	16.3	18.1	32.0	34.2
<i>EBITDA(R) per employee</i>	€th	12.3	27.6	72.0	98.5
Depreciation	€th	-1,000	-8.50	-73.8	-128
<i>Depreciations/Sales</i>	%	88.7	0.37	2.19	2.96
Amortisation	€th	0.00	0.00	0.00	0.00
<i>of which amortisation of concession intangibles</i>	€th	0.00	0.00	0.00	0.00
Additions to provisions	€th	0.00	0.00	0.00	0.00
Reduction of provisions	€th	0.00	0.00	0.00	0.00
<b>Underlying operating profit</b>	€th	-816	406	1,007	1,349
<i>Underlying operating margin</i>	%	-72.4	17.8	29.9	31.3
Other income/expense (cash)	€th	0.00	0.00	0.00	0.00
Other inc./ exp. (non cash; incl. assets revaluation)	€th	0.00	0.00	0.00	0.00
Mark to market on various operation-related hedges	€th	0.00	0.00	0.00	0.00
Earnings from joint venture(s)	€th	0.00	0.00	0.00	0.00
<i>Actual dividends from Jvs</i>	€th	0.00	0.00	0.00	0.00
<i>Actual accrued cash flows from JV</i>	€th	0.00	0.00	0.00	0.00
Impairment charges/goodwill amortisation	€th	0.00	0.00	0.00	0.00
<b>Operating profit (EBIT)</b>	€th	-816	406	1,007	1,349
Interest expenses	€th	-1,000	-7.50	-77.5	-77.5
<i>of which effectively paid cash interest expenses</i>	€th	-1,000	0.00	0.00	0.00
Financial income	€th	0.00	0.00	0.00	0.00
Other financial income (expense)	€th	0.00	0.00	0.00	0.00
<b>Net financial expenses</b>	€th	-1,000	-7.50	-77.5	-77.5
<i>of which related to pensions</i>	€th	0.00	0.00	0.00	0.00
<b>Pre-tax profit before exceptional items</b>	€th	-1,816	399	929	1,272
Exceptional items and other (before taxes)	€th	0.00	0.00	0.00	0.00
<i>of which cash (cost) from exceptionals</i>	€th	0.00	0.00	0.00	0.00
Current tax	€th	0.00	-89.6	-225	-292
Impact of tax loss carry forward	€th	0.00	0.00	0.00	0.00
Deferred tax	€th	0.00	0.00	0.00	0.00
<b>Corporate tax</b>	€th	0.00	-89.6	-225	-292
<i>Tax rate</i>	%	0.00	22.5	24.2	23.0
<i>Net margin</i>	%	-161	13.5	20.9	22.7
Equity associates	€th	0.00	0.00	0.00	0.00
<i>Actual dividends received from equity holdings</i>	€th	0.00	0.00	0.00	0.00
Minority interests	€th	0.00	0.00	0.00	0.00
<i>Actual dividends paid out to minorities</i>	€th	0.00	0.00	0.00	0.00
Income from discontinued operations	€th	0.00	-2,000	0.00	0.00
<b>Attributable net profit</b>	€th	-1,816	-1,691	704	980
Impairment charges/goodwill amortisation	€th	0.00	0.00	0.00	0.00
Other adjustments	€th	0.00	0.00	0.00	0.00
<b>Adjusted attributable net profit</b>	€th	-1,816	309	704	980

## Odiot (Buy)

Interest expense savings	€th	0.00	0.00	0.00	0.00
Fully diluted adjusted attr. net profit	€th	-1,816	309	704	980
NOPAT	€th	-612	305	755	1,012

## Cashflow Statement

		12/24A	12/25E	12/26E	12/27E
EBITDA	€th	184	415	1,081	1,477
Change in WCR	€th	0.00	-1,286	-154	-36.7
<i>of which (increases)/decr. in receivables</i>	€th	0.00	39.4	-61.4	-56.6
<i>of which (increases)/decr. in inventories</i>	€th	0.00	0.27	-26.0	-28.7
<i>of which increases/(decr.) in payables</i>	€th	0.00	-1,309	-41.9	53.6
<i>of which increases/(decr.) in other curr. liab.</i>	€th	0.00	-16.9	-24.4	-5.00
Actual dividends received from equity holdings	€th	0.00	0.00	0.00	0.00
Paid taxes	€th	0.00	-89.6	-225	-292
Exceptional items	€th	0.00	0.00	0.00	0.00
Other operating cash flows	€th	0.00	0.00	0.00	0.00
<b>Total operating cash flows</b>	€th	184	-961	702	1,149
Capital expenditure	€th	-1,000	-700	-279	-279
<i>Capex as a % of depreciation &amp; amort.</i>	%	100	8,235	377	218
Net investments in shares	€th	0.00	0.00	0.00	0.00
Other investment flows	€th	0.00	0.00	0.00	0.00
<b>Total investment flows</b>	€th	-1,000	-700	-279	-279
Net interest expense	€th	-1,000	-7.50	-77.5	-77.5
<i>of which cash interest expense</i>	€th	-1,000	-7.50	-77.5	-77.5
Dividends (parent company)	€th	0.00	0.00	0.00	0.00
Dividends to minorities interests	€th	0.00	0.00	0.00	0.00
<b>New shareholders' equity</b>	€th	0.00	3,500	600	0.00
<i>of which (acquisition) release of treasury shares</i>	€th	0.00	0.00	0.00	0.00
Change in gross debt	€th	0.00	-1,836	-146	-452
Other financial flows	€th	0.00	0.00	0.00	0.00
<b>Total financial flows</b>	€th	-1,000	1,657	377	-530
Change in scope of consolidation, exchange rates & other	€th	0.00	0.00	0.00	-344
Change in cash position	€th	-1,816	-4.67	800	-3.41
Change in net debt position	€th	-1,816	1,831	946	449
Free cash flow (pre div.)	€th	-1,816	-1,669	346	793
Operating cash flow (clean)	€th	184	-961	702	1,149
<b>Reinvestment rate (capex/tangible fixed assets)</b>	%	-18.2	-13.5	-5.78	-5.92

## Balance Sheet

		12/24A	12/25E	12/26E	12/27E
Capitalised R&D	€th	0.00	0.00	0.00	0.00
Goodwill	€th	0.00	0.00	0.00	0.00
Contracts & Rights (incl. concession) intangible assets	€th	0.00	0.00	0.00	0.00
Other intangible assets	€th	0.00	0.00	0.00	0.00
<b>Total intangible</b>	<b>€th</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Tangible fixed assets	€th	109	445	875	1,118
Right-of-use	€th	0.00	0.00	0.00	0.00
Financial fixed assets (part of group strategy)	€th	208	80.0	0.00	0.00
Financial hedges (LT derivatives)	€th	0.00	0.00	0.00	0.00
Other financial assets (investment purpose mainly)	€th	0.00	0.00	0.00	0.00
<i>of which available for sale</i>	<i>€th</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<b>WCR</b>	<b>€th</b>	<b>-616</b>	<b>671</b>	<b>824</b>	<b>861</b>
<i>of which trade &amp; receivables (+)</i>	<i>€th</i>	<i>99.2</i>	<i>59.8</i>	<i>121</i>	<i>178</i>
<i>of which inventories (+)</i>	<i>€th</i>	<i>1,040</i>	<i>1,040</i>	<i>1,066</i>	<i>1,095</i>
<i>of which payables (+)</i>	<i>€th</i>	<i>1,673</i>	<i>364</i>	<i>322</i>	<i>376</i>
<i>of which other current liabilities (+)</i>	<i>€th</i>	<i>82.3</i>	<i>65.4</i>	<i>41.0</i>	<i>36.0</i>
Other current assets	€th	220	866	144	384
<i>of which tax assets (+)</i>	<i>€th</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<b>Total assets (net of short term liabilities)</b>	<b>€th</b>	<b>-78.4</b>	<b>2,062</b>	<b>1,843</b>	<b>2,363</b>
Ordinary shareholders' equity (group share)	€th	-6,596	-1,197	-590	502
Quasi Equity & Preferred	€th	0.00	0.00	0.00	0.00
Minority interests	€th	0.00	0.00	0.00	0.00
Provisions for pensions	€th	0.00	0.00	0.00	0.00
Other provisions for risks and liabilities	€th	130	0.00	0.13	0.00
Deferred tax liabilities	€th	1,486	466	584	516
Other liabilities	€th	336	59.6	61.1	5.00
<b>Net debt / (cash)</b>	<b>€th</b>	<b>4,565</b>	<b>2,734</b>	<b>1,788</b>	<b>1,340</b>
<b>Total liabilities and shareholders' equity</b>	<b>€th</b>	<b>-78.4</b>	<b>2,062</b>	<b>1,843</b>	<b>2,363</b>
Gross Cash	€th	1,397	1,392	2,192	2,188
Average net debt / (cash)	€th	2,783	3,650	2,261	1,564
Adjusted net debt	€th	4,695	2,734	1,788	1,340

Parent company net debt / (cash)	€th	0.00	0.00	0.00	0.00
Dedicated assets	€th	0.00	0.00	0.00	0.00
Grantor's rights	€th	0.00	0.00	0.00	0.00
Operating leases and rental agreement contingent obligations	€th	0.00	0.00	0.00	0.00
Off B/S business guarantees given	€th	0.00	0.00	0.00	0.00
Contingent considerations	€th	0.00	0.00	0.00	0.00

## EV Calculations

		12/24A	12/25E	12/26E	12/27E
<b>EV/EBITDA(R)</b>	<b>x</b>	<b>26.0</b>	<b>28.1</b>	<b>9.90</b>	<b>6.94</b>
<b>EV/EBIT</b>	<b>x</b>	<b>-5.86</b>	<b>28.7</b>	<b>10.6</b>	<b>7.59</b>
<b>EV/Sales</b>	<b>x</b>	<b>4.24</b>	<b>5.09</b>	<b>3.17</b>	<b>2.37</b>
EV/Invested capital	x	-16.0	9.73	6.30	5.18
Market cap	€th	89.3	8,908	8,908	8,908
+ Provisions (including pensions)	€th	130	0.00	0.13	0.00
+ Unrecognised actuarial losses/(gains)	€th	0.00	0.00	0.00	0.00
+ Net debt at year end (ex Right-of-use from 2019)	€th	4,565	2,734	1,788	1,340
+ Right-of-use (from 2019)/Leases debt equivalent	€th	0.00	0.00	0.00	0.00
- Financial fixed assets (fair value) & Others	€th				
+ Minority interests (fair value)	€th				
<b>= Enterprise Value</b>	<b>€th</b>	<b>4,785</b>	<b>11,642</b>	<b>10,696</b>	<b>10,248</b>



## Per Share Data

		12/24A	12/25E	12/26E	12/27E
<b>Adjusted EPS (bfr goodwill amort. &amp; dil.)</b>	€	<b>-8.15</b>	<b>1.39</b>	<b>3.16</b>	<b>4.40</b>
<i>Growth in EPS</i>	%	<i>n/a</i>	<i>n/a</i>	128	39.2
Reported EPS	€	-8.15	-7.59	3.16	4.40
<b>Net dividend per share</b>	€	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Of which exceptional pay out	€	0.00	0.00	0.00	0.00
Free cash flow per share	€	-8.15	-7.49	1.55	3.56
Operating cash flow per share	€	0.83	-4.32	3.15	5.16
Book value per share	€	-29.6	-5.38	-2.65	2.26
<b>Number of ordinary shares</b>	Th	<b>223</b>	<b>223</b>	<b>223</b>	<b>223</b>
Number of equivalent ordinary shares (year end)	Th	223	223	223	223
Number of shares market cap.	Th	223	223	223	223
Treasury stock (year end)	Th				
Number of shares net of treasury stock (year end)	Th	223	223	223	223
<b>Number of common shares (average)</b>	Th	<b>223</b>	<b>223</b>	<b>223</b>	<b>223</b>
Conversion of debt instruments into equity	Th	0.00	0.00	0.00	0.00
Settlement of cashable stock options	Th	0.00	0.00	0.00	0.00
Probable settlement of non mature stock options	Th	0.00	0.00	0.00	0.00
Other commitments to issue new shares	Th	0.00	0.00	0.00	0.00
Increase in shares outstanding (average)	Th	0.00	0.00	0.00	0.00
<b>Number of diluted shares (average)</b>	Th	<b>223</b>	<b>223</b>	<b>223</b>	<b>223</b>
Goodwill per share (diluted)	€	0.00	0.00	0.00	0.00
EPS after goodwill amortisation (diluted)	€	-8.15	1.39	3.16	4.40
EPS before goodwill amortisation (non-diluted)	€	-8.15	-7.59	3.16	4.40
Preferential dividend	€	0.00	0.00	0.00	0.00
<b>Payout ratio</b>	%	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Capital payout ratio (div +share buy back/net income)</b>	%	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

## Funding - Liquidity

		12/24A	12/25E	12/26E	12/27E
EBITDA	€th	184	415	1,081	1,477
Funds from operations (FFO)	€th	-816	317	778	1,108
<b>Ordinary shareholders' equity</b>	<b>€th</b>	<b>-6,596</b>	<b>-1,197</b>	<b>-590</b>	<b>502</b>
Gross debt	€th	5,962	4,126	3,980	3,528
o/w Less than 1 year - Gross debt	€th	2,962	2,126	1,980	1,528
o/w 1 to 5 year - Gross debt	€th	3,000	2,000	2,000	2,000
+ Gross Cash	€th	1,397	1,392	2,192	2,188
<b>= Net debt / (cash)</b>	<b>€th</b>	<b>4,565</b>	<b>2,734</b>	<b>1,788</b>	<b>1,340</b>

Bank borrowings	€th	208			
Other financing	€th	5,754	4,126	3,980	3,528
Undrawn committed financing facilities	€th	0.00	0.00	0.00	0.00
Gearing (at book value)	%				311
Equity/Total asset (%)	%	8,408	-58.0	-32.0	21.3
Adj. Net debt/EBITDA(R)	x	25.5	6.59	1.65	0.91
Adjusted Gross Debt/EBITDA(R)	x	33.1	9.95	3.68	2.39
Adj. gross debt/(Adj. gross debt+Equity)	%	-1,210	141	117	87.5
Ebit cover	x	-0.82	54.1	13.0	17.4
FFO/Gross Debt	%	-13.4	7.69	19.5	31.4
FFO/Net debt	%	-17.9	11.6	43.5	82.7
FCF/Adj. gross debt (%)	%	-29.8	-40.4	8.69	22.5
(Gross cash+ "cash" FCF+undrawn)/ST debt	x	-0.14	-0.13	1.28	1.95
"Cash" FCF/ST debt	x	-0.61	-0.78	0.17	0.52

## ROE Analysis (Dupont's Breakdown)

		12/24A	12/25E	12/26E	12/27E
Tax burden (Net income/pretax pre excp income)	x	1.00	-4.24	0.76	0.77
EBIT margin (EBIT/sales)	%	-72.4	17.8	29.9	31.3
Assets rotation (Sales/Avg assets)	%	22.7	230	173	205
Financial leverage (Avg assets /Avg equity)	x	-1.77	-0.25	-2.19	-47.8
<b>ROE</b>	<b>%</b>	<b>64.9</b>	<b>43.4</b>	<b>-78.8</b>	<b>-2,227</b>
ROA	%	161	36.4	59.3	68.2

## Shareholder's Equity Review (Group Share)

		12/24A	12/25E	12/26E	12/27E
Y-1 shareholders' equity	€th	-665	-2,481	-1,197	-590
+ Net profit of year	€th	-1,816	-1,691	704	980
- Dividends (parent cy)	€th	0.00	0.00	0.00	0.00
+ Additions to equity	€th	0.00	3,500	600	0.00
o/w reduction (addition) to treasury shares	€th	0.00	0.00	0.00	0.00
o/w stock option proceeds	€th	0.00	0.00	0.00	0.00
- Unrecognised actuarial gains/(losses)	€th	0.00	0.00	0.00	0.00
+ Comprehensive income recognition	€th	0.00	-525	-697	113
<b>= Year end shareholders' equity</b>	<b>€th</b>	<b>-2,481</b>	<b>-1,197</b>	<b>-590</b>	<b>502</b>

## Staffing Analytics

		12/24A	12/25E	12/26E	12/27E
Sales per staff	€th	75.2	152	225	288
Staff costs per employee	€th	-22.5	-36.1	-63.8	-74.5
Change in staff costs	%	-0.29	60.4	76.5	16.8
Change in unit cost of staff	%	-0.29	60.4	76.5	16.8
Staff costs/(EBITDA+Staff costs)	%	64.8	56.7	47.0	43.1

<b>Average workforce</b>	<b>unit</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>
Europe	unit	15.0	15.0	15.0	15.0
North America	unit	0.00	0.00	0.00	0.00
South Americas	unit	0.00	0.00	0.00	0.00
Asia	unit	0.00	0.00	0.00	0.00
Other key countries	unit	0.00	0.00	0.00	0.00
<b>Total staff costs</b>	<b>€th</b>	<b>-338</b>	<b>-542</b>	<b>-957</b>	<b>-1,117</b>
Wages and salaries	€th	-338	-542	-957	-1,117
of which social security contributions	€th	-97.0			
Equity linked payments	€th			0.00	0.00
Pension related costs	€th	0.00	0.00	0.00	0.00
Benefits related payments	€th	0.00	0.00	0.00	0.00

## Divisional Breakdown Of Revenues

		12/24A	12/25E	12/26E	12/27E
<b>Total sales</b>	<b>€th</b>	<b>1,128</b>	<b>2,285</b>	<b>3,372</b>	<b>4,317</b>
O/w organic growth (%)	%	0.00	0.00	0.00	0.00
Cutlery	€th		1,750	2,100	2,574
Shaped Decorative Pieces	€th				
Prestigious Pieces	€th		0.00	300	400
Special	€th			46.7	93.3
Renovation	€th		235	425	550
Other	€th	1,128	300	500	700

## Divisional Breakdown Of Earnings

		12/24A	12/25E	12/26E	12/27E
<b>EBITDA/R Analysis</b>					
Cutlery	€th				
Shaped Decorative Pieces	€th				
Prestigious Pieces	€th				
Special	€th				
Renovation	€th				
Other/cancellations	€th	184	415	1,081	1,477
<b>Total</b>	<b>€th</b>	<b>184</b>	<b>415</b>	<b>1,081</b>	<b>1,477</b>
EBITDA/R margin	%	16.3	18.1	32.0	34.2

## Revenue Breakdown By Country

		12/24A	12/25E	12/26E	12/27E
Russia	%	0.00	0.00		
United States	%	8.00	10.0		
Europe	%	0.00	0.00		
o/w France	%	31.0	36.0		
o/w Italy	%	8.00	45.0		
o/w UK	%	47.0	0.00		
Saudi Arabia	%	0.00	9.00		
Other	%	6.00	0.00		

## Odiot (Buy)

## ROCE

		12/24A	12/25E	12/26E	12/27E
ROCE (NOPAT+lease exp. *(1-tax))/(net) cap employed adjusted	%	205	25.5	44.4	51.2
CFROI/C	%	608	-140	20.3	40.1
Goodwill	€th	0.00	0.00	0.00	0.00
Accumulated goodwill amortisation	€th	0.00	0.00	0.00	0.00
All intangible assets	€th	0.00	0.00	0.00	0.00
Accumulated intangible amortisation	€th	0.00	0.00	0.00	0.00
Financial hedges (LT derivatives)	€th	0.00	0.00	0.00	0.00
Capitalised R&D	€th	0.00	0.00	0.00	0.00
Rights of use/ Capitalised leases	€th	0.00	0.00	0.00	0.00
Other fixed assets	€th	109	445	875	1,118
Accumulated depreciation	€th	-5,611	-5,619	-5,693	-5,821
WCR	€th	-616	671	824	861
Other assets	€th	208	80.0	0.00	0.00
Unrecognised actuarial losses/(gains)	€th	0.00	0.00	0.00	0.00
<b>Capital employed after deprec. (Invested capital)</b>	<b>€th</b>	<b>-299</b>	<b>1,196</b>	<b>1,699</b>	<b>1,979</b>
Capital employed before depreciation	€th	-5,910	-4,423	-3,994	-3,842

## Divisional Breakdown Of Capital Employed

		12/24A	12/25E	12/26E	12/27E
Cutlery	€th				
Shaped Decorative Pieces	€th				
Prestigious Pieces	€th				
Special	€th				
Renovation	€th				
Other	€th	-299	1,196	1,699	1,979
<b>Total capital employed</b>	<b>€th</b>	<b>-299</b>	<b>1,196</b>	<b>1,699</b>	<b>1,979</b>

## Fundamental Opinion

It is implicit that recommendations are made in good faith but should not be regarded as the sole source of advice.

Recommendations are geared to a “value” approach.

Valuations are computed from the point of view of a **secondary market minority holder** looking at a medium term (say 6 months) performance.

Valuation tools are built around the concepts of **transparency**, all underlying figures are accessible, and **consistency**, same methodology whichever the stock, allowing for differences in nature between financial and non financial stocks. A stock with a target price below its current price should not and will not be regarded as an Add or a Buy.

Recommendations are based on target prices with no allowance for dividend returns. The thresholds for the four recommendation levels may change from time to time depending on market conditions. Thresholds are defined as follows, ASSUMING long risk free rates remain in the 2-5% region.

Recommendation	Low Volatility 10 < VIX index < 30	Normal Volatility 15 < VIX index < 35	High Volatility 35 < VIX index
Buy ●	More than 15% upside	More than 20% upside	More than 30% upside
Add ●	From 5% to 15%	From 5% to 20%	From 10% to 30%
Reduce ●	From -10% to 5%	From -10% to 5%	From -10% to 10%
Sell ●	Below -10%	Below -10%	Below -10%

There is deliberately no “neutral” recommendation. The principle is that there is no point investing in equities if the return is not at least the risk free rate (and the dividend yield which again is not allowed for).

Although recommendations are automated (a function of the target price whenever a new equity research report is released), the management of AlphaValue intends to maintain global consistency within its universe coverage and may, from time to time, decide to change global parameters which may affect the level of recommendation definitions and /or the distribution of recommendations within the four levels above. For instance, lowering the risk premium in a gloomy context may increase the proportion of positive recommendations.

## Valuation

Valuation processes have been organized around transparency and consistency as primary objectives.

Stocks belong to different categories that recognise their main operating features : Banks, Insurers and Non Financials.

Within those three universes, the valuation techniques are the same and in relation to the financial data available.

The weighting given to individual valuation techniques is managed centrally and may be changed from time to time. As a rule, all stocks of a similar profile are valued using equivalent weighting of the various valuation techniques. This is for obvious consistency reasons.

Within the very large universe of Non Financials, there are in effect 4 sub-categories of weightings to cater for subsets: 1) 'Mainstream' stocks; 2) 'Holding companies' where the stress is on NAV measures; 3) 'Growth' companies where the stress is on peer based valuations; 4) 'Loss making sectors' where peers review is essentially pointing nowhere (ex: Bio techs). The bulk of the valuation is then built on DCF and NAV, in effect pushing back the time horizon.

Valuation Issue	Normal industrials	Growth industrials	Holding company	Loss runners	Bank	Insurers
DCF	35%	35%	10%	40%	0%	0%
NAV	20%	20%	55%	40%	50%	15%
PE	10%	10%	10%	5%	10%	20%
EV/EBITDA	20%	20%	0%	5%	0%	0%
Yield	10%	10%	20%	5%	10%	15%
Book	5%	5%	5%	5%	10%	10%
Banks' intrinsic method	0%	0%	0%	0%	10%	0%
Embedded Value	0%	0%	0%	0%	0%	40%
Mkt Cap/Gross Operating Profit	0%	0%	0%	0%	10%	0%