

LAIQON AG

Germany / Financial Services

Bloomberg: LQAG GR ISIN: DE000A12UP29 Business update

RATING PRICE TARGET

BUY € 10.50

Return Potential 155.5% Risk Rating High

TEAMING UP WITH EUROPE'S LARGEST ETF PLAYER

LAIQON AG has entered a strategic partnership with Amundi, Europe's largest asset manager (>€2tn in AuM), to launch its first actively managed, Al-driven ETF in H1 2026. The product will utilise Amundi's ETF-as-a-Service platform and LAIQON's proprietary LAIC ADVISOR® technology to deliver dynamically optimised European equity allocation. We view the agreement as a major strategic milestone for LAIQON. The partnership represents LAIQON's first cooperation in the ETF segment, providing access to a highly scalable, pan-European distribution infrastructure. At the same time, it is the second Tier-1 external validation of LAIQON's proprietary AI technology, following the white-label "WertAnlage" solution launched with Union Investment in late 2024. Whereas Union validated LAIC's personalised Al portfolio management within cooperative-bank networks, the Amundi partnership extends this validation into the ETF ecosystem, marking an important expansion of LAIQON's technology footprint. During the Frankfurt Eigenkapitalforum (EKF) investor conference, management provided encouraging insight into its expanding Al-driven product offering and the operational progress of the group's partnerships. In our view, management is delivering as expected. Based on unchanged estimates, we reiterate our Buy rating and €10.50 price target (upside >150%).

A strategically significant alliance with Europe's largest ETF issuer The partnership with Amundi represents a meaningful broadening of LAIQON's distribution and structuring capabilities. Amundi is not only Europe's largest asset manager with more than €2tn in AuM, but also one of the continent's most influential ETF houses, operating one of the broadest and most liquid UCITS-compliant (Undertakings for Collective Investment in Transferable Securities—an EU regulation which sets strict rules for investment funds to ensure investor protection) ETF ranges across all major European exchanges. Amundi's ETF-as-a-Service platform is in our view ... (p.t.o.)

FINANCIAL HISTORY & PROJECTIONS

	FY 22	FY 23	FY 24	FY 25E	FY 26E	FY 27E
Revenue (€m)	21.6	30.7	31.0	37.0	54.0	65.6
Y-o-y growth	-17.4%	42.5%	0.8%	18.7%	46.8%	21.4%
EBIT (€m)	-14.7	-11.1	-10.3	-5.6	-0.4	8.2
EBIT margin	n.a.	n.a.	n.a.	n.a.	n.a.	12.5%
Net income (€m)	-10.2	-12.3	-7.6	-6.5	-2.7	4.3
EPS (diluted) (€)	-0.67	-0.51	-0.25	-0.31	-0.13	0.20
DPS (€)	0.00	0.00	0.00	0.00	0.00	0.00
FCF (€m)	-6.2	-12.1	-5.9	-16.3	0.8	7.2
Net gearing	11.8%	57.1%	24.9%	52.9%	57.8%	46.4%
Liquid assets (€m)	10.4	7.1	13.7	4.8	3.1	3.3

RISKS

Risks include, but are not limited to the impact of negative economic and capital market developments, client dissatisfaction and loss of key personnel.

COMPANY PROFILE

LAIQON is an independent wealth and asset management firm offering investment solutions to private and institutional clients powered by its innovative Digital Asset Platform 4.0. The company has also developed its WealthTech subsidiary LAIC to offer digital risk-optimised investment solutions. The group is headquartered in Hamburg and has assets under management of ~€10.2bn.

MARKET DATA	As of 28 Nov 2025
Closing Price	€ 4.11
Shares outstanding	21.14m
Market Capitalisation	€ 86.88m
52-week Range	€ 3.43 / 5.42
Ava Volume (12 Months)	14 760

Multiples	FY 24	FY 25E	FY 26E
P/E	n.a.	n.a.	n.a.
EV/Sales	4.2	3.5	2.4
EV/EBIT	n.a.	n.a.	n.a.
Div Vield	0.0%	0.0%	0.0%

STOCK OVERVIEW



COMPANY DATA	As of 30 Jun 2025
COMPANT DATA	AS 01 30 Jun 2025
Liquid Assets	€ 5.33m
Current Assets	€ 19.38m
Intangible Assets	€ 84.57m
Total Assets	€ 127.30m
Current Liabilities	€ 16.85m
Shareholders' Equity	€ 77.93m

SHAREHOLDERS

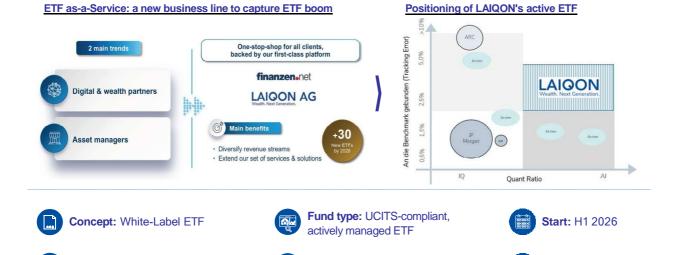
DEWB AG	15.0%
Joachim Herz Foundation	10.0%
Achim Plate	10.0%
Lange Assets & Consulting	7.0%
Freefloat & others	58.0%

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... among the most established white-label infrastructures in Europe, with an integrated set of capabilities spanning fund structuring, regulatory hosting, market-making coordination and cross-border distribution. Amundi will provide all operational, regulatory and platform infrastructure required for ETF issuance, enabling LAIQON to enter the European ETF market without the cost, time or regulatory complexity of building its own platform. The strategic complementarity is clear: Amundi supplies scalable distribution and structuring expertise, while LAIQON delivers the technological alpha engine.

LAIC ADVISOR® provides the investment engine for the active ETF The active ETF will be managed using the LAIC ADVISOR®, the company's AI-based investment engine combining global datasets, deep-learning models, factor research and neural network-driven portfolio optimisation. By integrating macroeconomic, valuation, volatility and sentiment dimensions into a unified probabilistic framework, the system seeks to generate long-term risk-adjusted outperformance versus European equity benchmarks. LAIQON explicitly positions the ETF not as a passive or semi-active product, but as an active, fully adaptive strategy capable of adjusting exposures dynamically in response to evolving market conditions. (see figure 1 below, right side). This differentiation is important in a European active ETF segment that is still at an early stage of its development and sparsely populated by truly active, technology-enabled strategies.

Figure 1: LAIQON-AI Managed Europe Equity ETF in cooperation with Aumundi



Investment region:

Europe

Provider: Amundi

Source: First Berlin Equity Research, LAIQON AG;

Management approach:

Al-supported

ETF launch planned for H1/26 with European distribution from day one Management expects the ETF to be launched in H1 2026 (most likely as early as Q1), with Germany as the initial distribution market and later expansion across Europe once regulatory passporting is complete. Amundi's established structuring processes and distribution channels significantly reduce execution risk and ensure that the ETF will be tradable daily from inception. While revenue effects will only materialise gradually, the partnership gives LAIQON a scalable and repeatable route into a large and fast-growing market segment. Revenue contributions should begin in 2026 and increase in 2027-28 as AuM builds. The partnership increases confidence in the company's "Growth 28" ambitions (>€15bn AuM; >€27m EBITDA by 2028).

Foundation for a broader LAIQON ETF family Management emphasises that the Amundi launch is the starting point for a comprehensive ETF product family. Additional strategies are under evaluation, including US and global equity variants, allowing LAIQON to broaden its international footprint in an efficient and partner-driven manner. Combined with its recently strengthened Asset Management capabilities (i.e. Main First acquisition) and its expanding WealthTech partnerships (i.e. Volksbank Raiffeisenbank Rosenheim and Union Investment), the ETF initiative forms the third leg of LAIQON's European growth architecture under the GROWTH 28 strategy.

Active ETFs gaining momentum as a structurally expanding global market. The market for actively managed ETFs has entered a phase of sustained structural expansion, with global assets in the category increasing nearly sevenfold since 2016. This growth reflects a broadening investor preference for vehicles that blend the transparency, liquidity and cost efficiency of the ETF structure with the potential for systematic or discretionary outperformance. While the US continues to lead adoption, Europe is now showing clear signs of acceleration as regulatory frameworks mature, distribution platforms widen access and investors increasingly seek differentiated solutions that sit between passive beta and traditional active funds. In this environment, LAIQON's forthcoming Al-managed European equity ETF is well aligned with prevailing market dynamics and is positioned to benefit from the growing institutional and retail appetite for technologically enabled active strategies within a UCITS-compliant format (see figure 2 below).

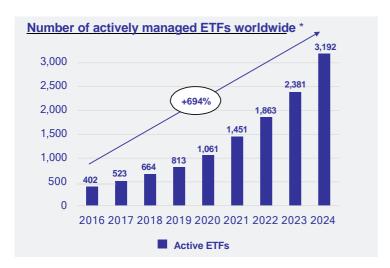


Figure 2: Booming worldwide ETF market

Source: First Berlin Equity Research, LAIQON AG and Statista

Update on white-label roll-out gains depth across Union and Rosenheim networks

The WertAnlage solution developed with Union Investment is now available across more than 80 cooperative banks and supported by over 500 advisers. In parallel, the partnership with "meine Volksbank Raiffeisenbank" Rosenheim has continued to scale effectively. CEO Mr Plate confirmed in his EKF presentation that together these white-label channels have already accumulated more than €250m in AuM and exceed 1,250 clients, with a current run rate of around 300 new clients per month. Based on this trajectory, Mr Plate expects to surpass €1bn in AuM by end-2026. This sustained uptake reflects the smooth integration of LAIC's onboarding, portfolio-construction and reporting architecture into established advisory networks, confirming that the white-label model is capable of generating recurring and increasingly predictable inflows.

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Figure 3: Overview of LAIQON's white label partnerships and offerings in asset management



Source: First Berlin Equity Research, LAIQON AG

Strengthening of the executive team with the appointment of Axel Hörger Management also highlighted the forthcoming addition of Axel Hörger to the executive board from 1 January 2026, a move that further reinforces LAIQON's strategic capabilities at a crucial inflection point in its European expansion. Mr Hörger brings more than two decades of senior leadership experience in wealth and asset management across major global financial institutions, including Goldman Sachs Asset Management, UBS Deutschland, Lombard International Assurance and, most recently, Petiole Asset Management in Zurich. His background combines a deep understanding of institutional distribution, product governance and international growth strategies, all of which align closely with LAIQON's ambitions under the GROWTH 28 programme. Mr Hörger will assume responsibility for Asset and Wealth Management, Group Sales and Sustainability, and will also serve as CEO of LAIQON's FINMA-licensed Swiss subsidiary. His addition bolsters the group's leadership capacity and equips the company to advance its European expansion with greater speed and structural robustness.



VALUATION MODEL

Buy rating and price target confirmed The Amundi collaboration follows the partnerships with Union Investment and the integration of the MainFirst fund management team. Together, these developments provide strong external validation of LAIC's Al-driven investment capabilities and reinforce LAIQON's ambition to establish itself as a leading European Al-enhanced asset manager. The combination of Union-driven WealthTech inflows, MainFirst-derived scale and the upcoming Amundi ETF launch materially strengthens LAIQON's medium-term growth profile. We continue to expect a visible acceleration in revenues from H2/26, followed by more meaningful contributions from 2027 onwards as the ETF family expands and the white-label model matures further. The Amundi partnership increases confidence in the company's ability to meet our long-term AuM and profitability targets. Based on unchanged estimates, we maintain our Buy rating and €10.50 price target.

Figure 4: DCF valuation model

All figures in EUR '000	FY 25E	FY 26E	FY 27E	FY 28E	FY 29E	FY 30E	FY 31E	FY 32E
Net sales	36,953	54,015	65,600	75,400	85,089	95,893	106,302	116,398
NOPLAT	-5,603	-360	7,390	13,827	17,782	25,039	28,276	31,151
+ depreciation & amortisation	6,416	6,366	6,216	5,966	5,616	5,316	5,216	5,166
Net operating cash flow	813	6,006	13,606	19,793	23,398	30,355	33,492	36,317
- total investments (CAPEX and WC)	-954	-2,192	-3,148	-7,283	-3,183	-3,933	-5,292	-5,902
Capital expenditures	-2,000	-1,850	-1,850	-1,850	-1,550	-1,550	-1,550	-1,550
Working capital	1,046	-342	-1,298	-5,433	-1,633	-2,383	-3,742	-4,352
Free cash flows (FCF)	-141	3,815	10,459	12,510	20,215	26,422	28,200	30,415
PV of FCF's	-137	3,363	8,360	9,066	13,283	15,740	15,231	14,894

All figures in EUR '000	
PV of FCFs in explicit period	128,114
PV of FCFs in terminal period	124,113
Enterprise value	252,226
+ Net cash / - net debt (proforma)	-29,545
+ Investments / minority interests	0
Shareholder value	222,682
Sharecount (proforma)	21,204
Fair value per share in EUR	10.50

Price target in EUR	10.50
Cost of equity	12.7%
Pre-tax cost of debt	6.9%
Tax rate	31.0%
After-tax cost of debt	4.8%
Share of equity capital	70.0%
Share of debt capital	30.0%
WACC	10.3%

		_		owth rate			
	0.5%	1.0%	1.5%	2.0%	2.5%	3.0%	3.5%
7.3%	15.51	16.33	17.28	18.42	19.79	21.48	23.62
8.3%	13.00	13.55	14.19	14.93	15.80	16.83	18.08
9.3%	11.06	11.46	11.90	12.41	12.99	13.66	14.45
10.3%	9.53	9.82	10.14	10.50	10.91	11.37	11.90
11.3%	8.30	8.51	8.75	9.01	9.30	9.63	10.00
12.3%	7.28	7.44	7.62	7.81	8.03	8.27	8.54
13.3%	6.42	6.55	6.69	6.83	7.00	7.18	7.38

Fair value p/s (EUR)

^{*}Please note our model runs through 2036 and we have only shown the abbreviated version for formatting purposes



INCOME STATEMENT

1 December 2025

All figures in EUR '000	FY 22	FY 23	FY 24	FY 25E	FY 26E	FY 27E
LAIQON group revenues	21,575	30,746	31,003	36,953	54,015	65,600
Cost of goods sold	-3,665	-5,941	-4,640	-4,913	-9,183	-10,496
Gross profit	17,910	24,805	26,363	32,041	44,832	55,104
Personnel expenses	-17,113	-20,226	-19,908	-20,923	-26,402	-27,657
Other operating expenses	-11,024	-8,658	-10,273	-10,305	-12,424	-13,015
Share of profit of associates	281	-614	0	0	0	0
EBITDA	-9,946	-4,693	-3,818	813	6,006	14,432
Depreciation expenses	-4,711	-6,386	-6,489	-6,416	-6,366	-6,216
Operating income (EBIT)	-14,657	-11,079	-10,307	-5,603	-360	8,216
Net financial result	-1,631	-8,889	-2,512	-2,739	-3,341	-2,712
Pre-tax income (EBT)	-16,288	-19,968	-12,819	-8,342	-3,701	5,504
Tax result	5,747	7,094	4,863	1,500	800	-826
Net income / loss	-10,541	-12,874	-7,956	-6,842	-2,901	4,678
Minority interests	-376	-552	-325	-300	-200	400
Net result after minorities	-10,165	-12,322	-7,631	-6,542	-2,701	4,278
Diluted EPS (in EUR)	-0.67	-0.51	-0.25	-0.31	-0.13	0.20
Ratios as % of total revenue						
Gross margin	83.0%	80.7%	85.0%	86.7%	83.0%	84.0%
EBITDA margin	n.a.	n.a.	n.a.	2.2%	11.1%	22.0%
EBIT margin	n.a.	n.a.	n.a.	-15.2%	-0.7%	12.5%
Net margin	n.a.	n.a.	n.a.	-17.7%	-5.0%	6.5%
Tax rate	n.a.	n.a.	n.a.	n.a.	n.a.	15.0%
Expenses as % of of total revenue						
Personnel expenses	79.3%	65.8%	64.2%	56.6%	48.9%	42.2%
Other operating expenses	51.1%	28.2%	33.1%	27.9%	23.0%	19.8%
Depreciation expenses	21.8%	20.8%	20.9%	17.4%	11.8%	9.5%
Y-Y Growth						
Revenues			0.007	40.00/	40.007	04 407
1.0.7.0.1.0.0	-17.4%	42.5%	0.8%	19.2%	46.2%	21.4%
EBITDA	-17.4% n.a.	42.5% n.a.	0.8% n.a.	19.2% n.a.	46.2% 638.8%	21.4% 140.3%



BALANCE SHEET

All figures in EUR '000	FY 22	FY 23	FY 24	FY 25E	FY 26E	FY 27E
Assets						
Current assets, total	22,359	19,830	25,560	17,059	17,409	20,387
Cash and cash equivalents	10,375	7,139	13,653	4,829	3,101	3,298
Receivables	9,942	10,888	10,343	10,587	12,579	15,277
Financial assets	863	845	582	582	582	582
Other current assets	1,179	958	982	1,061	1,147	1,230
Non-current assets, total	117,483	107,610	109,294	119,075	114,761	110,395
Property, plant & equipment	10,436	13,202	11,569	10,869	10,169	9,669
Financial assets	1,180	0	0	0	0	0
Intangible assets	90,293	87,214	85,920	96,204	92,388	88,522
Deferred tax assets & other	15,003	5,989	10,728	10,926	11,128	11,128
Associated companies (Goodwill)	570	1,748	1,077	1,077	1,077	1,077
Total assets	139,841	127,441	134,854	136,134	132,170	130,783
Liabilities & shareholders' equity						
Current liabilities, total	22,872	19,202	12,759	13,927	15,653	17,141
Short-term debt	2,311	1,918	1,965	1,867	1,960	2,058
Accounts payable	16,029	14,869	9,860	11,150	12,800	14,200
Income tax liabilities	1,982	330	95	114	137	164
Other current liabilities	2,551	2,085	838	796	756	718
Long-term liabilities, total	44,882	53,562	41,080	48,580	46,080	39,080
Long-term debt	16,535	36,428	31,874	41,874	41,874	35,874
Deferred tax liabilities	17,052	494	70	70	70	70
Trade payables and other liabilities	11,295	16,640	9,136	6,636	4,136	3,136
Minority interests	5,471	-877	8,888	8,588	8,388	8,788
Shareholders' equity	66,617	55,554	72,127	65,039	62,048	65,774
Total liabilities & shareholders' equity	139,841	127,441	134,854	136,134	132,170	130,783
Ratios						
Current ratio (x)	1.0	1.0	2.0	1.2	1.1	1.2
Quick ratio (x)	1.0	1.0	2.0	1.2	1.1	1.2
Net debt/(net cash)	8,471	31,207	20,186	38,912	40,733	34,634
Net gearing	11.8%	57.1%	24.9%	52.9%	57.8%	52.7%
Book value per share (in €)	4.38	2.68	3.45	3.08	2.94	3.11
Return on equity (ROE)	-15.8%	-23.2%	-11.0%	-10.5%	-4.1%	6.3%
Equity ratio	51.5%	42.9%	60.1%	54.1%	46.9%	50.3%



CASH FLOW STATEMENT

All figures in EUR '000	FY 22	FY 23	FY 24	FY 25E	FY 26E	FY 27E
Net income	-10,541	-12,874	-7,957	-6,842	-2,901	4,678
Depreciation and amortisation	4,711	6,386	6,489	6,416	6,366	6,216
Changes in working capital	-4,349	-3,192	323	944	-445	-1,392
Other adjustments	7,414	-1,055	-2,163	-842	-398	-455
Operating cash flow	-2,765	-10,735	-3,308	-325	2,622	9,047
CapEx	-3,423	-1,315	-2,614	-16,000	-1,850	-1,850
Free cash flow	-6,188	-12,050	-5,922	-16,325	772	7,197
Other investments and disposals	-5,049	0	0	0	0	0
Cash flow from investing	-8,472	-1,315	-2,614	-16,000	-1,850	-1,850
Debt financing, net	-6,759	8,813	-5,964	7,500	-2,500	-7,000
Equity financing, net	12,040	0	18,400	0	0	0
Cash flow from financing	5,281	8,813	12,436	7,500	-2,500	-7,000
Net cash flow	-5,956	-3,236	6,514	-8,825	-1,728	197
Cash, start of the year	16,331	10,375	7,139	13,653	4,829	3,101
Cash, end of the year	10,375	7,139	13,653	4,829	3,101	3,298
EBITDA/share (in €)	-0.65	-0.23	-0.18	0.04	0.28	0.68
Y-Y Growth						
Operating cash flow	n.a.	n.a.	n.a.	n.a.	n.a.	245.0%
Free cash flow	n.a.	n.a.	n.a.	n.a.	n.a.	831.8%
EBITDA/share	n.a.	n.a.	n.a.	n.a.	638.8%	140.3%



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ASSET VALUATION SYSTEM

First Berlin's system for asset valuation is divided into an asset recommendation and a risk assessment.

ASSET RECOMMENDATION

The recommendations determined in accordance with the share price trend anticipated by First Berlin in the respectively indicated investment period are as follows:

Category Current market capitalisation (in €)		1	2
		0 - 2 billion	> 2 billion
Strong Buy ¹	An expected favourable price trend of:	> 50%	> 30%
Buy	An expected favourable price trend of:	> 25%	> 15%
Add	An expected favourable price trend of:	0% to 25%	0% to 15%
Reduce	An expected negative price trend of:	0% to -15%	0% to -10%
Sell	An expected negative price trend of:	< -15%	< -10%

¹ The expected price trend is in combination with sizable confidence in the quality and forecast security of management.

Our recommendation system places each company into one of two market capitalisation categories. Category 1 companies have a market capitalisation of $\in 0 - \in 2$ billion, and Category 2 companies have a market capitalisation of $> \in 2$ billion. The expected return thresholds underlying our recommendation system are lower for Category 2 companies than for Category 1 companies. This reflects the generally lower level of risk associated with higher market capitalisation companies.

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RECOMMENDATION & PRICE TARGET HISTORY

Report No.:	Date of publication	Previous day closing price	Recommendation	Price target
Initial Report	20 August 2024	€4.93	BUY	€9.80
2	12 September 2024	€4.14	BUY	€9.80
3	3 December 2024	€5.04	BUY	€9.80
4	28 April 2025	€3.87	BUY	€9.00
5	17 July 2025	€4.27	BUY	€10.60
6	16 September 2025	€4.53	BUY	€10.50
7	Today	€4.11	BUY	€10.50

INVESTMENT HORIZON

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Legally required information regarding

- key sources of information in the preparation of this research report
- valuation methods and principles
- sensitivity of valuation parameters

can be accessed through the following internet link: https://firstberlin.com/disclaimer-english-link/

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