

LECTRA®

LECTRA, YOUR PARTNER IN INDUSTRY

4.0

Empowering customers  
through industrial intelligence



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**TRUSTED BY TOP COMPANIES AROUND THE WORLD**

**FASHION**

ABERCROMBIE & FITCH  
AKH GROUP  
AMC TEXTIL  
ARMANI  
ARMOR LUX  
BECRI - MALHAS E CONFECÇÕES  
BELLES ROCHES COUTURE  
BRANDIX LANKA  
BRUNELLO CUCINELLI  
BTC GROUP  
BUGATTI  
BURBERRY  
CALVIN KLEIN  
CALZEDONIA  
CAWE  
CHANTELLE  
COMPAGNIE MAURICIENNE DE TEXTILE  
CORNELIANI  
DECATHLON  
DEVANLAY-LACOSTE  
DIOR  
DOLCE & GABBANA  
CHANGSHENG  
EMMEGI  
ERMENEGILDO ZEGNA  
ETRO  
F.LLI CAMPAGNOLO  
FAST RETAILING  
FONTANA  
FRUIT OF THE LOOM  
GALERIES LAFAYETTE  
GARMENT 10 CORPORATION

GIORGIO  
GUCCI  
H&M  
HANSAE  
HANSOLL TEXTILE  
HERMÈS  
HI-TECH APPAREL  
IMPERIAL  
JACK VICTOR  
JC PENNEY  
JIFA GROUP  
KANKO GAKUSEIFUKU  
KEYA COSMETICS  
KOOKAÏ  
LA MODA  
LA PERLA  
LAFUMA  
LES ENPHANTS  
LISE CHARMELE  
LORO PIANA  
LOUIS VUITTON  
LUNENDER  
MANIFORM  
MARKS & SPENCER  
MAS HOLDINGS  
MATSUOKA CORPORATION  
MCRAE INDUSTRIES  
MILLET MOUNTAIN GROUP  
MIROGLIO  
MONCLER  
MULBERRY  
O.V.S.  
ONLY THE BRAVE

PACIFIC JEANS  
PARKLAND  
PEACEBIRD  
PETIT BATEAU  
POMELLATO  
PRADA  
PUNGKOOK CORPORATION  
RED COLLAR  
ROMAN STYLE (BRIONI)  
SAE-A TRADING  
SAHI EXPORT  
ST JOHN  
SUNGJOO D&D  
TESCO  
THE DELTA QUALITY FASHIONS  
UNDER ARMOUR  
VAN DE VELDE  
VERSACE  
WACOAL  
WEISSMAN'S THEATRICAL SUPPLY  
WILLIAMSON-DICKIE  
YOUNGONE CORPORATION  
YVES SAINT LAURENT  
ZAMASPORT

**AUTOMOTIVE**

ADIENT  
COINDU  
DANI  
DRÄXLMAIER  
DUAL  
ECA  
FAURECIA  
GLOBAL SAFETY TEXTILES  
GRUPPO MASTROTTO  
HMT  
IAC  
ISI AUTOMOTIVE  
JOYSON SAFETY SYSTEMS  
KATZKIN  
KOLON  
KUANGDA  
LEAR  
MAGNA  
MARIO LEVI  
SUMISHO AIRBAG SYSTEMS  
TACHI-S  
TOYOTA BOSHOKU  
TS TECH  
YANFENG AUTOMOTIVE INTERIORS  
ZF TRW

**FURNITURE**

ASHLEY FURNITURE  
ATL  
B&B ITALIA  
DE RUCCI  
DFM  
DFS  
EKORNES  
EUROLINE  
FRAG  
ISKU  
KINNARPS  
KUKA  
LEOLUX  
MANWAH  
MOLTENI  
MOROSO  
OFS BRANDS  
OFS STYLELINE  
OMNIA  
OMNIA LEATHER  
POLIFORM  
POLIPOL  
POLTRONA FRAU  
SHERRILL FURNITURE  
SMITH BROTHERS OF BERNE  
SUTTER STREET MANUFACTURING  
TRAYTON  
VILMERS

**OTHER INDUSTRIES**

AIRBUS  
BELL HELICOPTER  
DASSAULT FALCON JET  
GKN AEROSPACE  
STARR AIRCRAFT

# KEY FIGURES

HIGH-TECH COMPANY FOUNDED IN 1973

3

MAJOR MARKETS:

FASHION, AUTOMOTIVE,  
FURNITURE

25,000

CUSTOMERS

5

INTERNATIONAL  
CALL CENTERS

3

INTERNATIONAL  
ADVANCED  
TECHNOLOGY CENTERS

> 1,700  
EMPLOYEES

50

NATIONALITIES

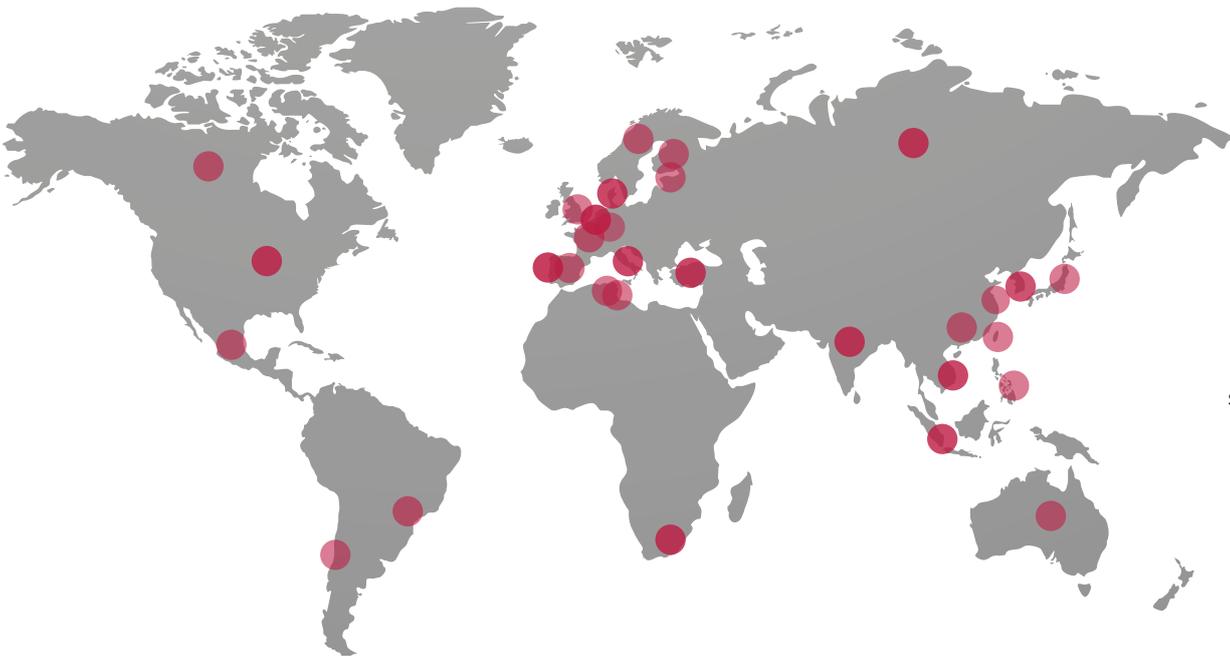
> 11%

OF REVENUES  
INVESTED IN R&D

> 350

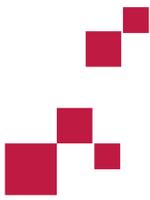
EMPLOYEES  
DEDICATED TO DESIGNING  
AND DEVELOPING THE OFFER

OUR PRESENCE WORLDWIDE



32  
subsidiaries

AUSTRALIA - BELGIUM - BRAZIL - CANADA - CHILE - DENMARK - ESTONIA - FINLAND - FRANCE - GERMANY - GREATER CHINA - INDIA - ITALY  
JAPAN - MEXICO - MOROCCO - PHILIPPINES - PORTUGAL - RUSSIA - SINGAPORE - SOUTH AFRICA - SOUTH KOREA - SPAIN - SWEDEN  
TUNISIA - TURKEY - UNITED KINGDOM - UNITED STATES - VIETNAM



# THE 4<sup>TH</sup> INDUSTRIAL REVOLUTION IS HERE



Our vision,  
**Daniel Harari,**  
Chairman and Chief Executive  
Officer

**Fashion, automotive, furniture: our customers' markets are undergoing drastic reconfiguration. Trends are changing at an accelerated pace; consumers want more choice, more customization, more quality.**

With Industry 4.0, a new range of possibilities is opening up to companies. Its concepts and digital tools bring new value creation and cost control models based on synchronized, flexible and fast—design, product development, collection management, manufacturing and retaining—processes. The near infinite potential of digital platforms ensures instant interconnection between the consumer, stylist, design department, factory, supplier and distribution network: collaboration becomes easier.

At Lectra, we support our customers on this adventure with all our passion and expertise. For and with our customers, we design and develop state-of-the-art solutions that combine software, equipment, services and data, making our offer the passport to Industry 4.0. With the added bonus of unbridled enthusiasm for imagining the business solutions of tomorrow.

## CARING

Loyal and close to customers, we personalize our approach so that each customer feels supported in the decisions they make.

## COMMITTED

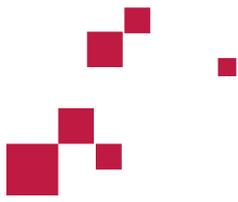
With a zero-fault objective, our teams are committed to doing all they can to ensure our customers optimize the use of our solutions.

## INSIGHTFUL

With a deep knowledge of our customers' markets and professions, we pour our entire expertise into the Group's solutions and services.

## VISIONARY

Passionate about innovation, our teams anticipate how technological evolutions will shape our customers' business models.



# ABOUT US

For companies that breathe life into our wardrobes, car interiors, furniture and more, Lectra is crafting premium technologies that facilitate the digital transformation of their industry. Lectra's offer empowers brands, manufacturers and distributors from design to production, providing them with the market respect and peace of mind they deserve.

## — AN *À LA CARTE* OFFER

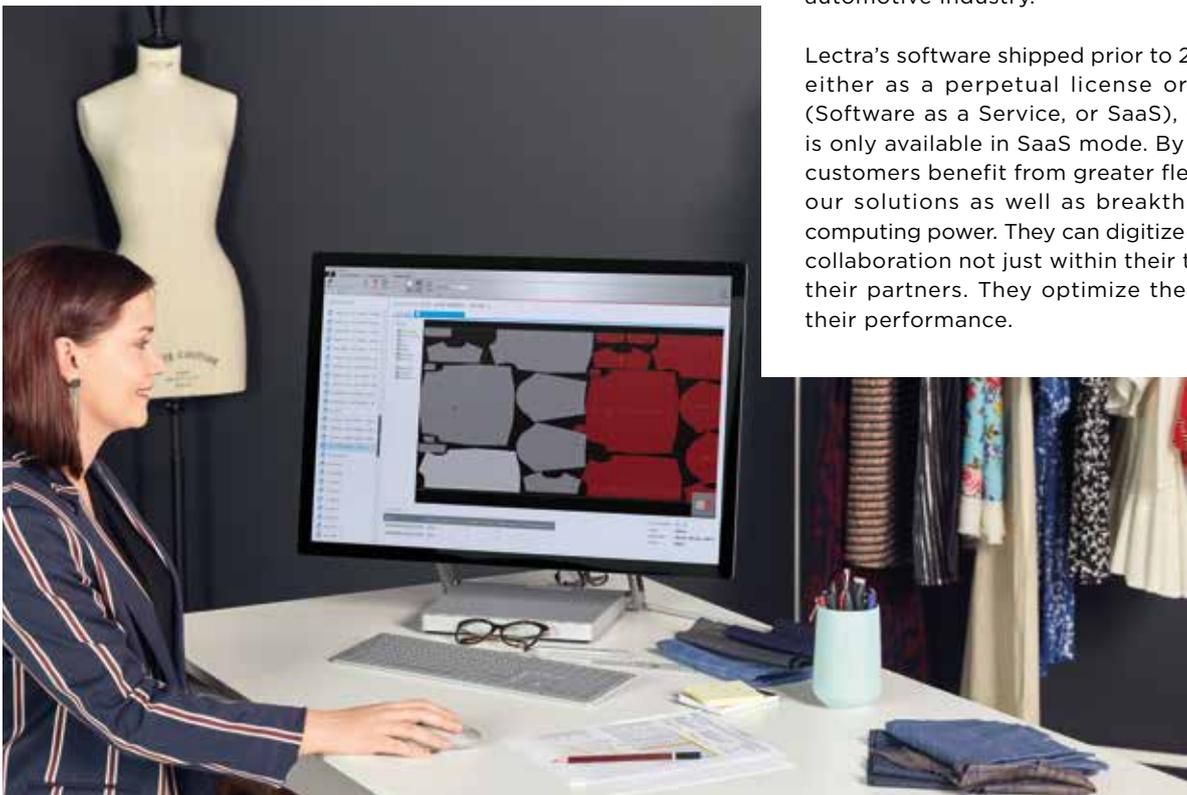
Since 2018, Lectra has relied on a state-of-the-art digital platform to provide a unique response to our customers' most specific problems, a winning combination of the four components of our premium offer: software, equipment, services and data.

## SOFTWARE

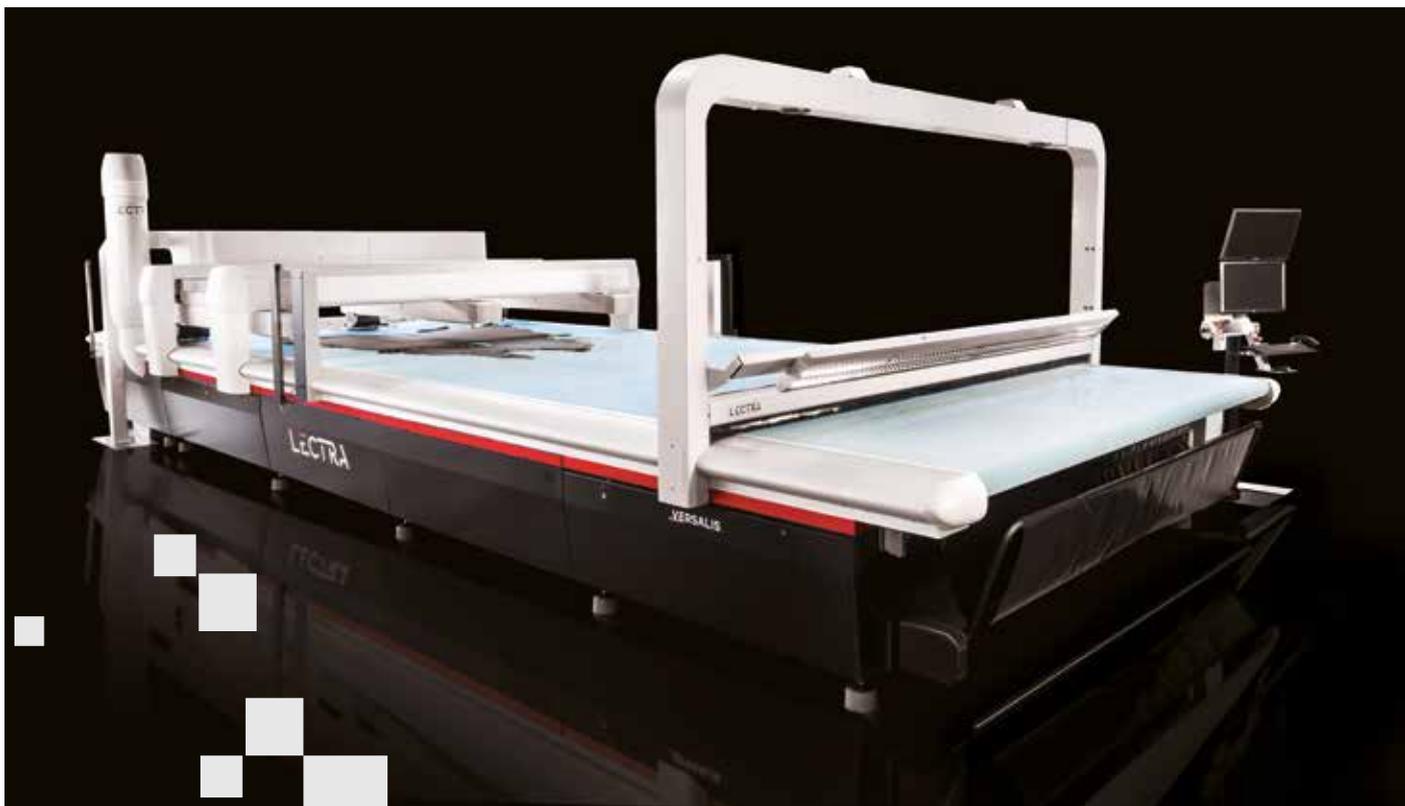
Born at the confluence of two worlds, fashion and software, Lectra converted iconic French and Italian luxury brands to computer assisted design (CAD) in the early seventies.

Today, our software is the benchmark in the fashion industry: Kaledo for textile design and creation, Modaris for product development and 3D prototyping, Diamino for marker making, Kubix Link and Lectra Fashion PLM for collaborative management of collection life cycles. This expertise, acquired over more than four decades, has also enabled us to design powerful product development software for the furniture and automotive industry.

Lectra's software shipped prior to 2018 is now available either as a perpetual license or as a subscription (Software as a Service, or SaaS), while new software is only available in SaaS mode. By choosing SaaS, our customers benefit from greater flexibility in accessing our solutions as well as breakthrough storage and computing power. They can digitize more tasks, improve collaboration not just within their teams, but also with their partners. They optimize their organization and their performance.



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## EQUIPMENT

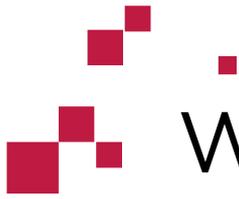
Pioneers in automated cutting, we are the leader in cutting room equipment. Our solutions—integrated machines and software—are all synonymous with operational excellence. Our intelligent and connected machines are adapted to each of our markets, as well as to the broad diversity of materials processed: fabrics, leather, and technical textiles (airbags). Since 2007, all our new cutters have been equipped with sensors for predictive maintenance, ranking us among the pioneers of the industrial Internet of things. Today, all of our cutting solutions are compatible with Industry 4.0 principles.

## DATA

At Lectra, we aren't content to just collect data on the use of our software and cutting solutions. We cross-reference and analyze it to better understand the processes and to propose new services and applications, such as driving our customers' performance based on their own objectives or the best indicators from their sector.

## SERVICES

More than an afterthought, our services, centered around the businesses of our customers, bring the full efficiency of our solutions to light. Our services are deployed in three areas: support, training and consulting. Support and preventive and predictive maintenance services assist our customers remotely and on-site, ensure the availability of cutting equipment and make the latest versions of our software available. Training provides a continuous transfer of skills to empower the users of our solutions throughout their customer journey. Finally, consulting services enable our customers to fully benefit from our solutions and to take an optimization approach.

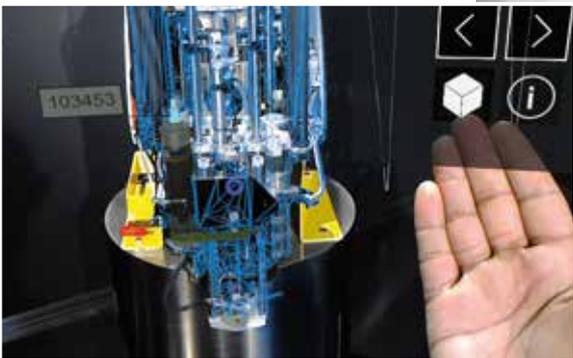


# WE SUPPORT YOU ON YOUR INDUSTRY 4.0 JOURNEY

Industry 4.0 is a great opportunity for our customers to differentiate their offer and better meet consumer expectations, with original products, designed and manufactured in an optimized way, sold at the right price and delivered as quickly as possible. Industry 4.0 is not based on definitive turnkey solutions. It is a quest. We stand beside our customers on this journey.

For all companies, Industry 4.0 means collaboration via technologies that enable all stakeholders, internal and external, to exchange reliable data in real time and easily communicate with each other.

In fashion, Industry 4.0 offers, for example, the possibility of locating part of the supply as close as possible to the demand. For automotive players, it enables them to take a new step towards even greater competitiveness while preparing for the challenges of the vehicle of the future. In an industry with long cycles and little automation, such as furniture, it gives customers the ability to enter the digital universe with full confidence.



Using augmented reality for cutting-head maintenance (proof of concept).

THE INDUSTRY 4.0 TOOLBOX TRANSFORMS THE WAY COMPANIES OPERATE. LECTRA HELPS ITS CUSTOMERS SUCCESSFULLY NAVIGATE THIS NEW LANDSCAPE THANKS TO ITS UNIQUE KNOW-HOW COMBINED WITH SIZABLE LONG TERM INVESTMENTS IN DIGITAL TRANSFORMATION.



END OF 18<sup>TH</sup> CENTURY  
**INDUSTRY 1.0**  
Mechanization, steam,  
water power



BEGINNING OF 20<sup>TH</sup> CENTURY  
**INDUSTRY 2.0**  
Mass production, electricity



START OF 1970S  
**INDUSTRY 3.0**  
Electronic, IT systems,  
automation



TODAY  
**INDUSTRY 4.0**  
Cloud, big data, IoT,  
artificial intelligence...





## ■ AT THE FOREFRONT OF INDUSTRY 4.0

**Industry 4.0** is based on the combination of key technologies, primarily the industrial Internet of things, cloud computing, data analysis and artificial intelligence.



**PIONEERS IN THE INDUSTRIAL INTERNET OF THINGS** for over 12 years, we are increasing the portion of our offer that is available in the cloud. This enables us to collect and analyze the usage data of our solutions, through artificial intelligence, to offer services never before seen in the marketplace.

**Industry 4.0** transforms the way companies operate and create value. It changes the way factories are organized: intelligent and connected, factories are now at the heart of the value chain, transforming the product life cycle into a digital process. This requires the integration of new solutions and the replacement of production tools incompatible with connected factory concepts.



**LECTRA'S CUTTING ROOM 4.0** is the cornerstone of the interconnected supply chain. It combines a digital platform and smart cutting solution to respond to specific needs faced by our customers in each market. Lectra's cutting room 4.0 is driven by the winning combination of the four components of our premium offer - software, equipment, data and services.

**Digitized from end to end**, the supply chains of the future rely on an industrial tool capable of different production modes, for example, deploying an offer on demand or moving into small runs.



**WE HAVE A SPECIFIC OFFER** adapted to each industrial model: mass production, small run production, production on demand, personalized production (customization or made-to-measure).

## LECTRA, UNIQUE EXPERTISE

**In our markets,** Lectra is the only company with a complete offer—combining software, equipment, data and services—one that is not only compatible with Industry 4.0 but essential for its deployment.

**Today, more than 4,000** Industry 4.0-compatible Lectra machines are operational throughout the world.



**Our solution consultants** and experts assist our customers in optimizing the use of our solutions.

**For over 12 years** Lectra has managed in real time, the information coming from hundreds of embedded sensors—we designed and developed—in our cutting solutions.

**>11%**  
OF REVENUES

invested in research  
and innovation

**20%**  
OF THE  
WORKFORCE  
DEDICATED

to product design  
and development

AN  
INNOVATION  
LAB

geared toward open  
and disruptive innovation

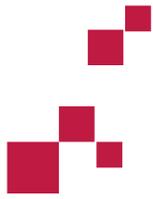


IT IS WITH VECTOR, THAT LECTRA ENTERED, IN 2007, THE INDUSTRIAL INTERNET OF THINGS. TO ENABLE PREDICTIVE MAINTENANCE, THE FABRIC CUTTING SOLUTION WAS EQUIPPED WITH HUNDREDS OF SENSORS.





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# DEDICATED OFFERS FOR EACH MARKET

## FASHION

Lectra supports all players involved in fashion—brands, distributors, and manufacturers with or without their own brands.

Regardless of the business model, we help them face the many challenges of a market where everything now begins with the consumer. From the increased number of collections to accelerating time-to-market and profitable product customization, the entire design value chain needs to be rethought.



## AUTOMOTIVE

As a partner to manufacturers, we are the leader in cutting room solutions for vehicle airbags, and leather and fabric seats and interiors.

Because it has always been one step ahead in automation, the automotive industry has been evolving at a steady rate. In a context of industrial complexity, where consumers are increasingly expecting customization, our customers want to take a decisive new step in optimizing their processes and performance standards.



## FURNITURE

We support furniture manufacturers producing for the home, as well as for industrial (businesses, hotels, educational or health institutions) markets.

Quality, speed, efficiency, profitability, responsibility, customization... To help our furniture customers respond to the many priorities they face, we have developed an offer that enables them to manufacture furniture in accordance with the desires of their customers, in terms of materials, colors, sizes and accessories, all while preserving their profitability.



Lectra designs premium offers dedicated to the fashion, automotive and furniture industries.

# FASHION

## A CHANGING LANDSCAPE

Lectra's fashion-dedicated offer helps brands, distributors and manufacturers meet the challenges of an evolving industry by digitizing their value chain, from design to production.

### ■ KUBIX LINK: END-TO-END PRODUCT INFORMATION MANAGEMENT

In 2018, Lectra acquired Kubix Lab, an Italian start-up offering Kubix Link—a management solution for product information from multiple sources. Drawing on fashion industry best practices, Kubix Link enables professionals in product development, manufacturing and sales to work together easily, effectively and in real time using the same data.



### ■ TWO CLOUD APPLICATIONS TO BOOST VISIBILITY

Created for design, product development and production teams, Quick Estimate and Quick Nest are two applications that harness the powerful computing capabilities of the cloud to offer teams complete visibility on material requirements, which represent up to 70% of the manufacturing cost of a garment. Real-time estimates with Quick Estimate facilitate decision making, while simultaneous nesting with Quick Nest optimizes fabric and leather consumption.

# MADE 4.0 CUSTOMIZATION

FASHION ON DEMAND BY LECTRA



# 41%

of consumers expressed an interest in purchasing personalized clothing.

Source : *The future of fashion lies within the individual*, Lectra infographic, 2018

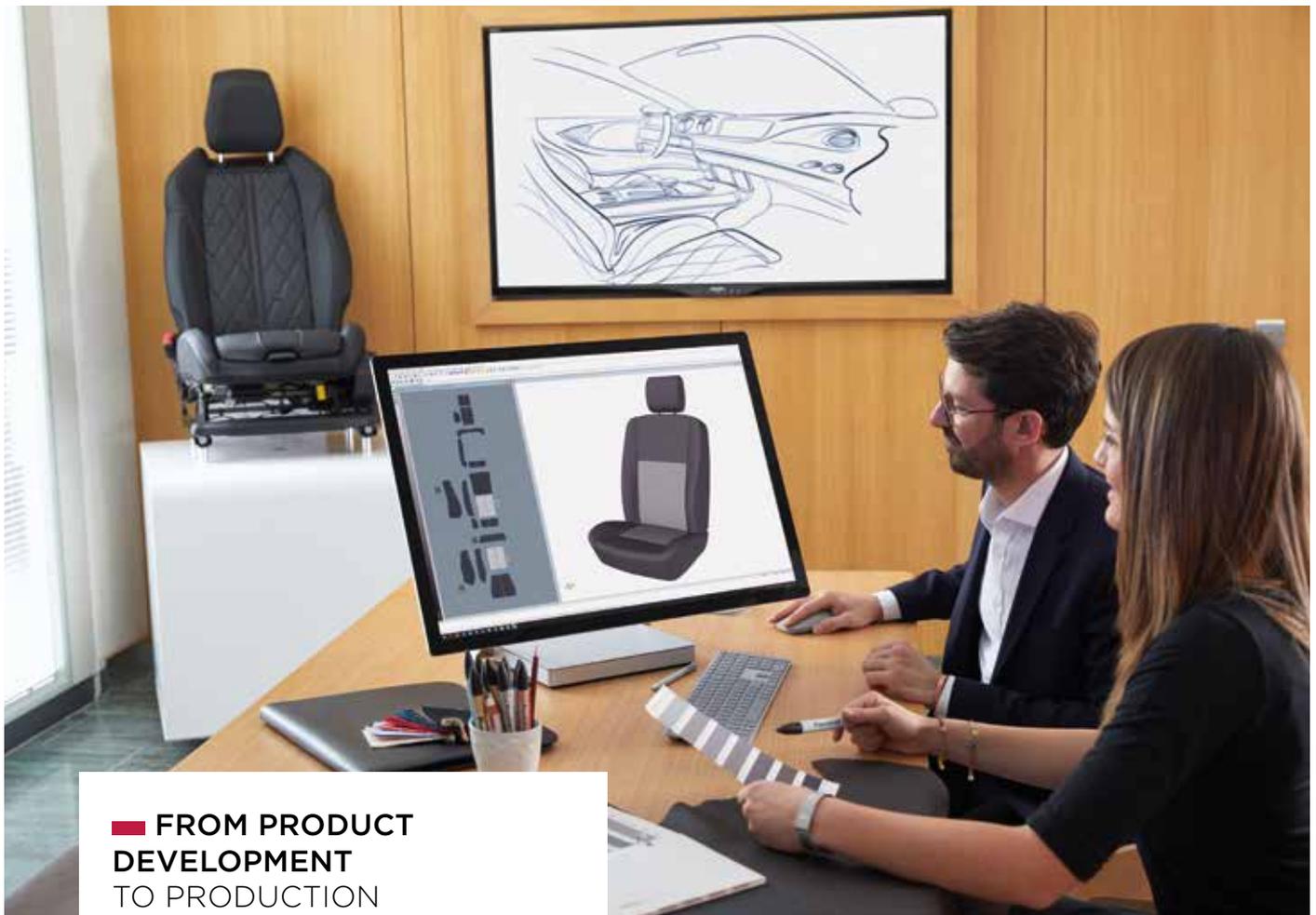
## ■ FASHION ON DEMAND BY LECTRA, TO MAKE A DIFFERENCE

Consumers are hungry for customized products, but the solutions and processes that brands and manufacturers have in place are not flexible enough to respond to this need. Fashion On Demand by Lectra is the first integrated offer designed specifically to automate production on demand of customized or made-to-measure garments. Innovative and data-centered, it relies on Lectra's Cutting Room 4.0 to help fashion companies stand out by adopting a virtuous business model that is more respectful of the environment.

# AUTOMOTIVE

## OPERATIONAL EXCELLENCE, A PERMANENT QUEST

Ever-shorter production cycles, ever-greater product diversity, increasing raw materials costs and ever-stricter requirements in terms of quality—these are some of the challenges facing automotive manufacturers. The concept of mobility itself is changing profoundly: it is now connected, autonomous, shared and electric, impacting the entire upstream manufacturing chain.



### ■ FROM PRODUCT DEVELOPMENT TO PRODUCTION

Lectra's automotive offer ranges from product development using DesignConcept Auto, a virtual prototyping software tool, to production.

Lectra's advanced cutting room solutions enable automotive suppliers to achieve new quality and performance standards in the automatic cutting of vehicle seat covers, interiors and airbags.



## ■ LECTRA, YOUR 4.0 AUTOMOTIVE PARTNER

Pioneers of Industry 4.0, since 2007 we have been offering intelligent and connected solutions which, due to their performance and reliability, establish new standards in the automated cutting of airbags, fabric and leather: greater quality, speed and yield, at the lowest possible cost.

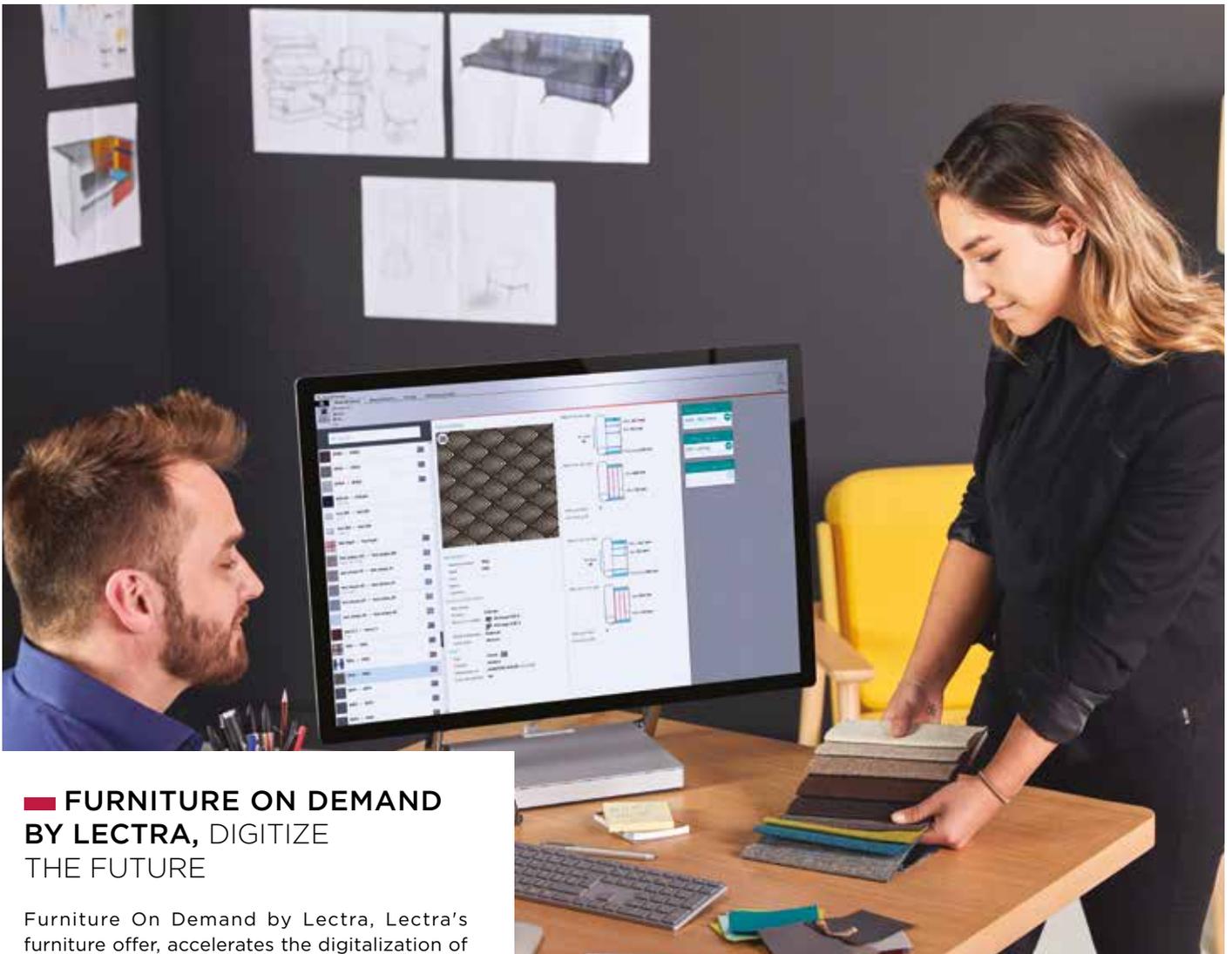
Our technology and expertise make us the ideal partner for companies who are keen to cross the threshold into the digital era.



# FURNITURE

## DIGITALIZATION AT YOUR FINGERTIPS

The furniture industry is looking for change. Trends are moving more quickly and consumers demand choice, customization, quality and speed at increasingly lower prices. To preserve margins, customers need solutions that support flexible and optimized manufacturing processes.



### ■ FURNITURE ON DEMAND BY LECTRA, DIGITIZE THE FUTURE

Furniture On Demand by Lectra, Lectra's furniture offer, accelerates the digitalization of the value chain serving upholstered furniture manufacturers.

The first stage of this offer is Lectra's Cutting Room 4.0 for Made to Order, which manages the digital data flow between information systems and manufacturing workshops, automating low-value tasks.



## GIVING NEW LIFE TO MADE TO ORDER

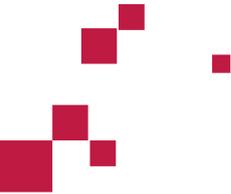
# 40%

of 25-34 year olds want home furnishings that reflect their personal style, compared to 27% of the general population.

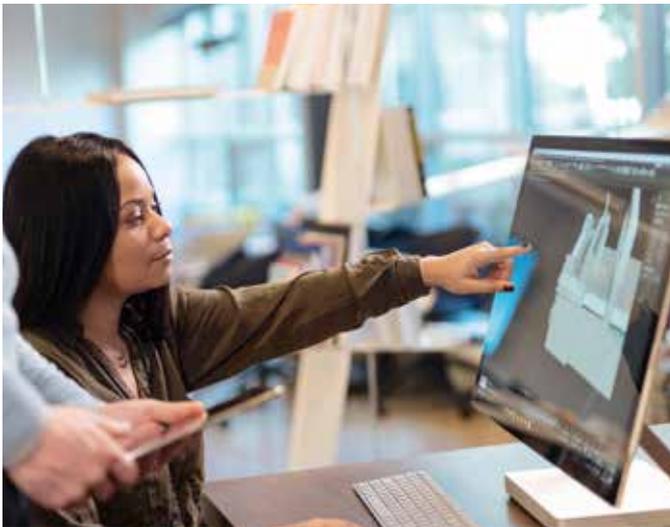
Source: *Millennials: the made-to-order generation*, Lectra infographic, 2018

### ■ A NEW WAY TO CUT

Furniture On Demand by Lectra also offers brands and manufacturers the ability to customize their furniture. A new way of cutting fabric, plain or patterned, is now available for made to order production to satisfy consumers and guarantee operational profitability.



# CO-CREATION IS IN OUR DNA



## ■ INVESTING IN THE FUTURE

Innovation is in our DNA. It is our strength and that of our customers. Through major investments—we devote over 11% of our revenue to research and innovation—our R&D teams design and develop solutions that anticipate the challenges and seize the opportunities of tomorrow.

In addition to creating native Industry 4.0 solutions, we are continuously improving our existing offers to ensure that our customers' past investments are maintained

## ■ IMMERSING OUR CUSTOMERS IN THE WORLD OF LECTRA

Every day, the Bordeaux-Cestas campus welcomes customers and partner schools, who want to explore our world and test the solutions we've built to meet their specific needs.



## ■ DEVELOPING OPEN INNOVATION

Located on our campus, the Innovation Lab channels energies to spark ideas that are sometimes disruptive, but always of value to our customers. Ideal for the fusion of talents and expertise, this space brings together a vast ecosystem: startups, research labs, customers and Lectra teams.

# LECTRA®

Empowering customers  
through industrial intelligence

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Contact us  
[www.lectra.com](http://www.lectra.com)