

# Company Background and Strategy

*July 2025*



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# Agenda

**01** Who is Lectra?

**02** The Lectra 4.0 strategy

**03** 2023-2025 strategic roadmap

**04** 2025 Outlook

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# Agenda

**01** Who is Lectra?

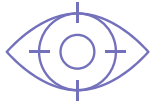
02 The Lectra 4.0 strategy

03 2023-2025 strategic roadmap

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# Who is Lectra?

## WE PIONEER. YOU LEAD.



### Vision

Big things happen when we connect.



### Purpose

As a major player in the fashion, automotive and furniture markets, Lectra contributes to the Industry 4.0 revolution with boldness and passion by providing best-in-class technologies.



### Promise

Pushing boundaries together to unlock your potential

## VALUES

*Open-minded thinkers | Trusted Partners | Passionate innovators*

## INDUSTRY 4.0



Software



Equipment



Data



Services



**“ We are sustainability enablers ”**

# Who is Lectra?

NUMBER OF EMPLOYEES

3,000

2024 REVENUES

€526.7 million / 72% of which comes from recurring revenues  
€77.4 million of SaaS revenues

2024 EBITDA

€91.1 million  
17.3% of Revenues

NET DEBT<sup>1</sup>

€34.1 million

WORKING CAPITAL REQUIREMENT<sup>1</sup>

- €41.6 million

2024 FREE CASH FLOW

€72.1 million

2024 SECURITY RATIO<sup>2</sup>

96%

<sup>1</sup>As of June 30, 2025

<sup>2</sup>Percentage of annual fixed overhead costs covered by gross profit on recurring revenue

# Who is Lectra?

## A solid proven business model

### The three pillars of Lectra's business model

1

The distribution of business activity over market sectors and geographical markets with cycles that are different from each other, and the very large number of customers throughout the world.

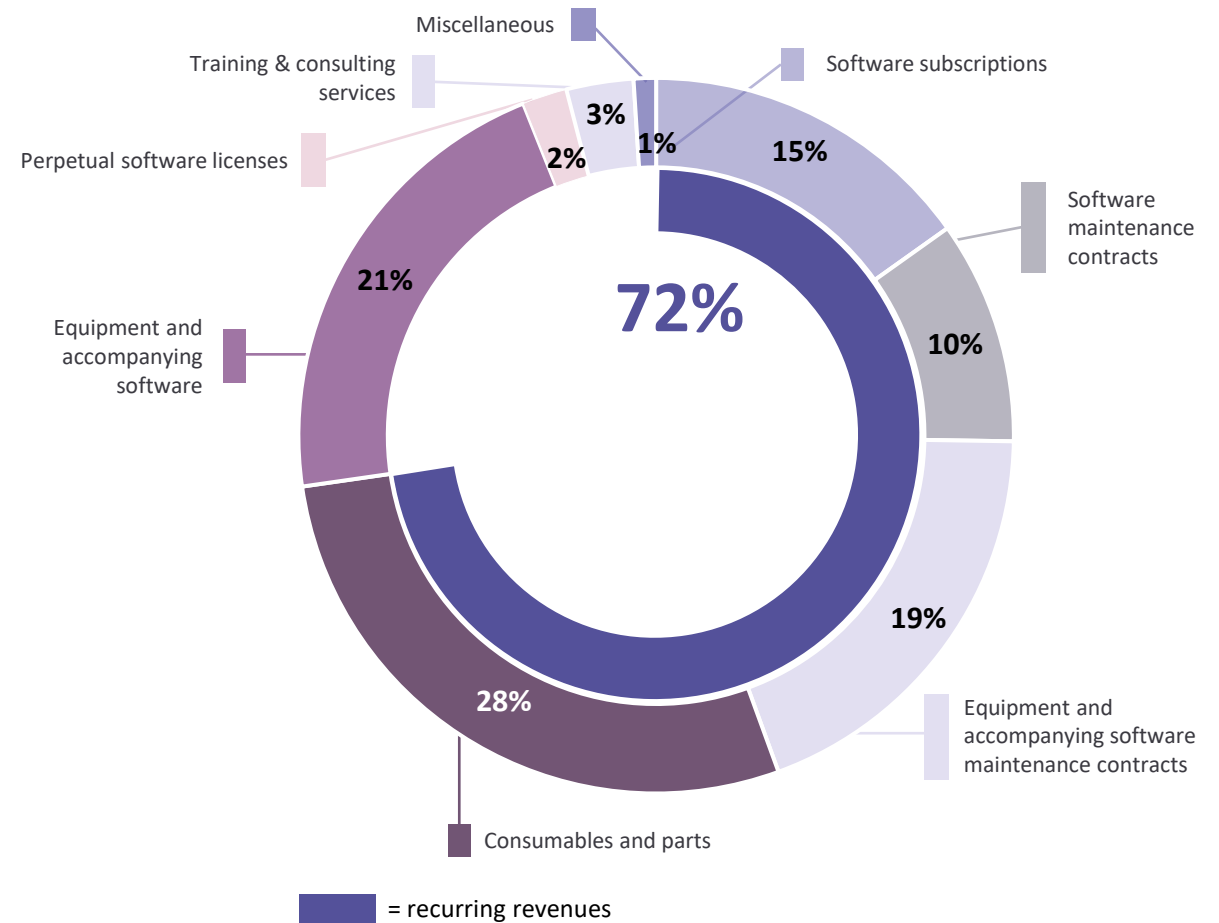
2

A balanced revenue mix between revenues from software licenses, equipment and non-recurring services and recurring revenues.

3

The generation of significant annual free cash flow.

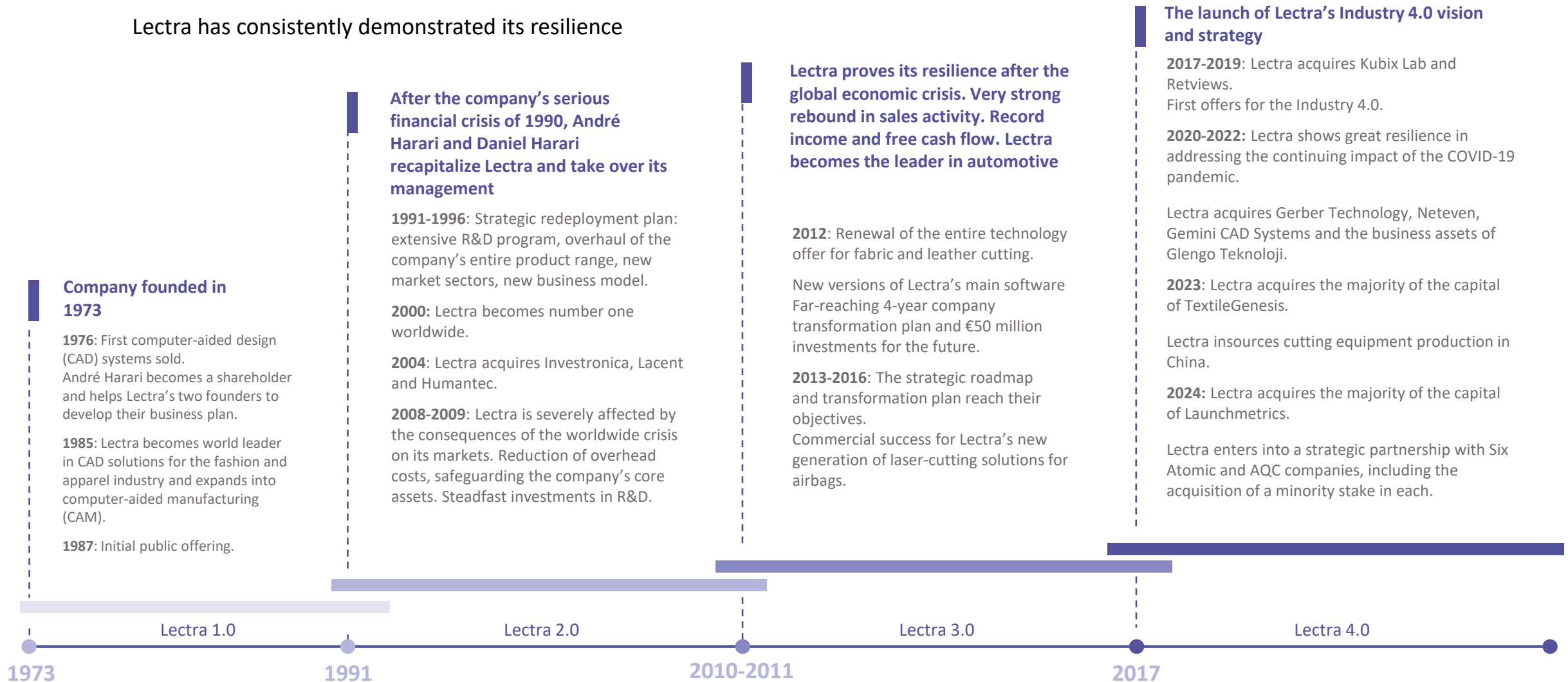
### Breakdown of 2024 revenues



# Who is Lectra?

## 50 years of innovation and challenges

Lectra has consistently demonstrated its resilience



# Who is Lectra?


Serving world-class customers in different market segments for decades

Revenue split by market<sup>1</sup>



**Fashion**

- Brands
- Manufacturers
- Retailers



50%




**Automotive**

- Fabric car seat and interiors
- Leather car seats and interiors
- Airbags




33%




**Furniture**

- Residential
- Outdoors
- Contract (Hospitality, offices, etc.).




9%



**Other Industries**

- Sign & graphics
- Aeronautic
- Marine

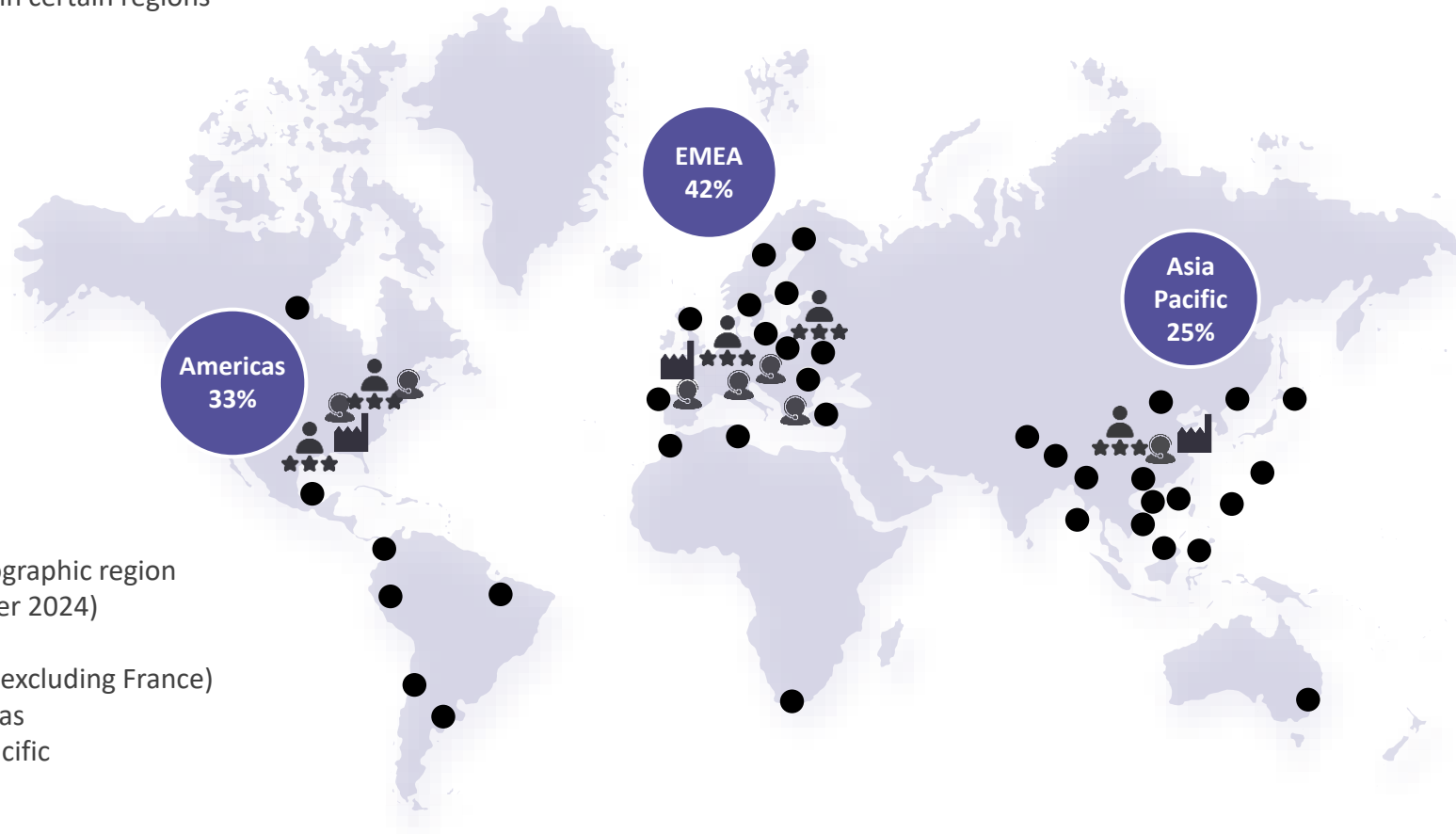


8%

# Who is Lectra?

## A unique worldwide presence

Lectra generates **94% of its revenues outside France** through its network of fully-owned subsidiaries, backed by agents in certain regions



Employees by geographic region (as of 31 December 2024)

- 33 % in France
- 34 % in EMEA (excluding France)
- 16 % in Americas
- 17 % in Asia-Pacific

**Presence in +100 countries** reached by a global network of subsidiaries and agents

**150** people serving customers in **12** international expertise centers

**5** international experience centers in Atlanta, Bordeaux-Cestas, Milan, Shanghai, and Tolland

**3** production sites in Bordeaux-Cestas, Suzhou and Tolland.



# Who is Lectra?

A governance committed to achieving Lectra's vision

## Board of Directors



**Daniel Harari**  
Chairman and  
Chief Executive Officer



**Nathalie Rossiensky**  
Lead Director



**Céline Abecassis-Moedas**



**Karine Calvet**



**Pierre-Yves  
Roussel**



**Jérôme Viala**



**Hélène Viot  
Poirier**

## Executive Committee



**Daniel Harari**  
Chairman and  
Chief Executive Officer



**Maximilien Abadie**  
Deputy CEO



**Anne Borfiga**  
General Secretary



**Antonella Capelli**  
President, EMEA



**Thierry Caye**  
Chief Technology  
Officer



**Olivier du Chesnay**  
Chief Financial  
Officer



**Javier Garcia**  
Chief Customer  
Officer



**Amit Gautam**  
Founder and CEO of  
TextileGenesis



**Laurence Jacquot**  
Chief Customer  
Success Officer



**Michael Jaïs**  
CEO Launchmetrics



**Leonard Marano**  
President, Americas



**Maria Modrono**  
Chief Marketing and  
Communications Officer



**Frédéric Morel**  
President, Asia Pacific

# Who is Lectra?

## Lectra's offer at the leading edge of technology

Software sold in perpetual licenses and in SaaS<sup>1</sup> mode

**Product development**

**KALEDO**



**MODARIS** *Product development*



**GEMINI**  
a LECTRA company



**DESIGNCONCEPT**



**GERBER ACCUMARK**  
**GERBER ACCUNEST**




**DIAMINO**

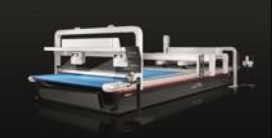


Equipment and accompanying software


**VECTOR**



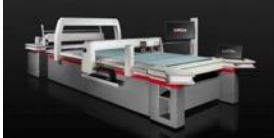
**VERSALIS**




**FOCUSQUANTUM**




**VIRGA**




**GERBER ATRIA**




**GERBER PARAGON**



**GERBER TAURUS**




**GERBER Z1**




Software sold in SaaS<sup>1</sup> mode only

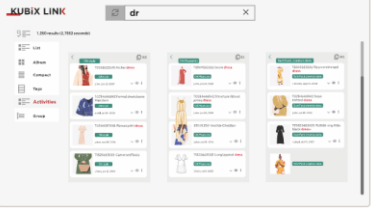
**VALIA**




Connect, automate and streamline every step of production



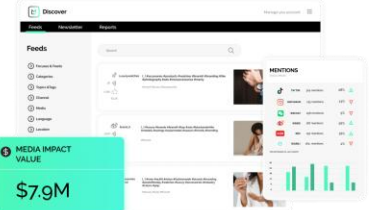
**KUBIX LINK**  
Collection management




**TextileGenesis**  
a LECTRA company Traceability




**LAUNCHMETRICS**  
a LECTRA company Brand performance






**RETVIEWS**  
Benchmarking



**NETEVEN**  
Marketplace integration



 Fashion  Automotive  Furniture

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# Agenda

01 Who is Lectra?

**02 The Lectra 4.0 strategy**

03 2023-2025 strategic roadmap

04 2025 Outlook

# Reminder of the Lectra 4.0 strategy

## A long term vision

Supported by a long-term vision, launched in 2017, the **Lectra 4.0 strategy** aims to position Lectra as a **key Industry 4.0 player in its three strategic market sectors before 2030**.



# Reminder of the Lectra 4.0 strategy

## Markets undergoing profound changes



### Fashion

#### Main challenges

Uncertainty on consumer demand and habits

Shein disrupting traditional models

Regulation, forcing more and more companies to master their supply chain

Sustainability

#### Lectra value

Enable to create a responsible, profitable, agile and market driven value chain



### Automotive

#### Main challenges

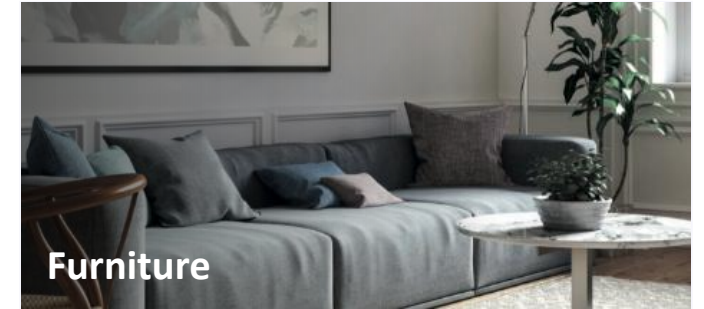
NEV disrupting historical brands

Chinese ecosystem disrupting the hegemony of leading western players

Growing complexity of vehicle models

#### Lectra value

Achieve operational excellence and maximize profitability



### Furniture

#### Main challenges

Digitize process today mainly relying on human

Manage diversity of product, material and sales channels

Contrasting geographical trends due to economic uncertainties and real estate sector

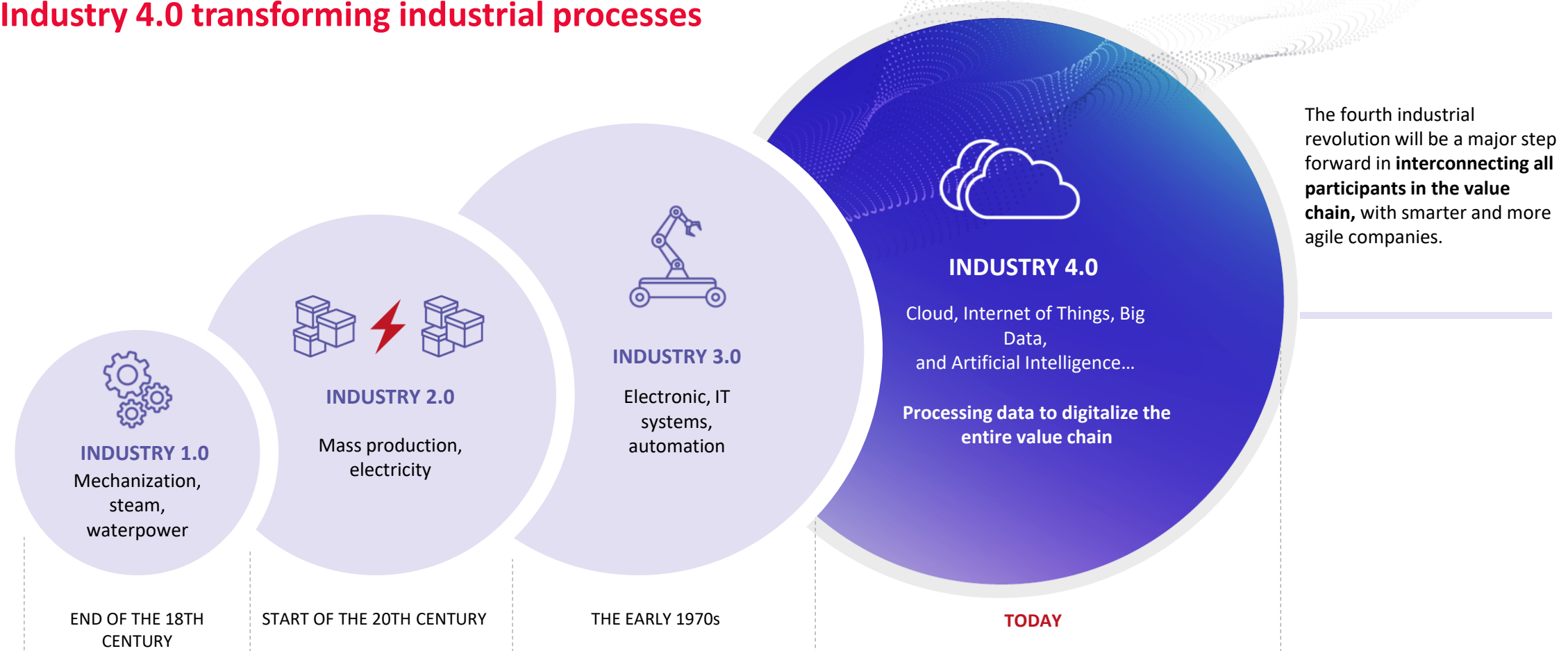
#### Lectra value

Automate production flows and manage complexity



# Reminder of the Lectra 4.0 strategy

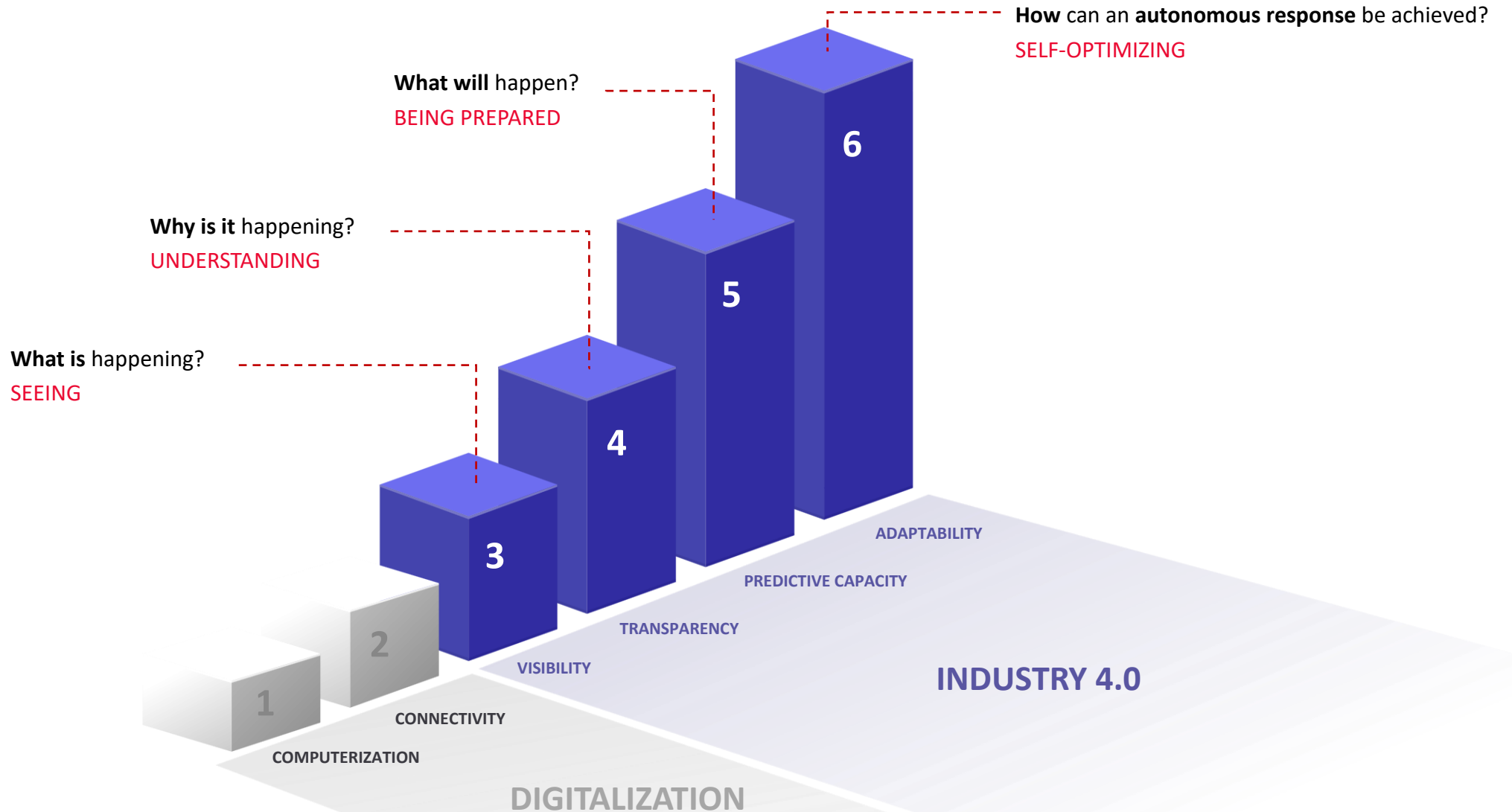
## Industry 4.0 transforming industrial processes



### ACCELERATING ADOPTION OF KEY INDUSTRY 4.0 TECHNOLOGIES

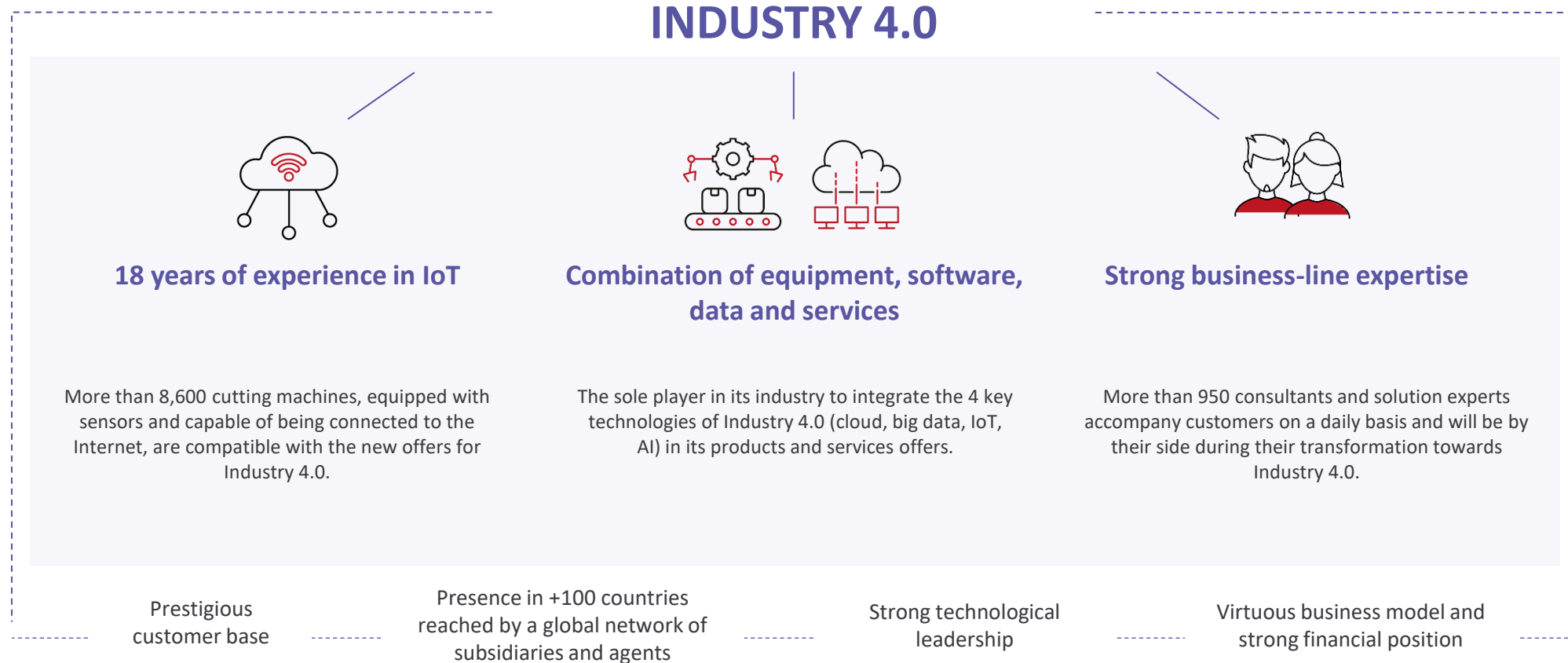
# Reminder of the Lectra 4.0 strategy

## Six key steps to exploit the full potential of Industry 4.0



# Reminder of the Lectra 4.0 strategy

Lectra is a key Industry 4.0 player with strong strategic assets



# Reminder of the Lectra 4.0 strategy

## Industry 4.0 serving Sustainability

### ECONOMY



- Improve operations
- Optimize product lifespan (e.g. predictive maintenance)
- Increase industrial capacities' efficiency
- Measure industrial performance

*Go beyond profit margin optimization by redefining the business model*



### SOCIAL



- Automate non-value-added tasks
- Improve flexibility and work-life balance
- Reinforce employees' experience thanks to a better work environment
- Facilitate informed decision-making based on Artificial Intelligence

*Tools serve people, not the other way round*

### ENVIRONMENT



- Improve energy productivity
- Reduce environmental footprint (e.g. remote maintenance)
- Limit waste and rubbish
- Optimize the use of natural resources

*Match production to demand*

# Reminder of the Lectra 4.0 strategy

## Fundamentals of the Lectra 4.0 strategy enriched since 2023 with a pillar dedicated to Sustainability

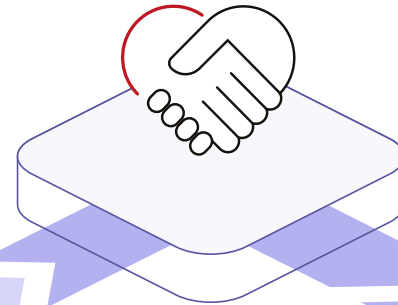
### Premium positioning

High value-added solutions and services with strong business-line expertise



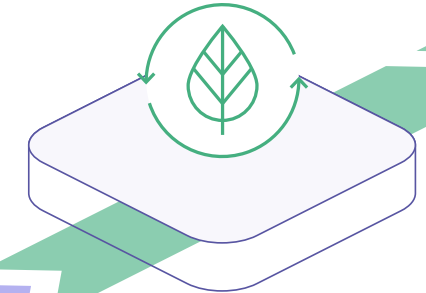
### Customers at the heart of the activities

A commitment from Lectra teams to do everything in their power to enable customers to make optimal use of its solutions.



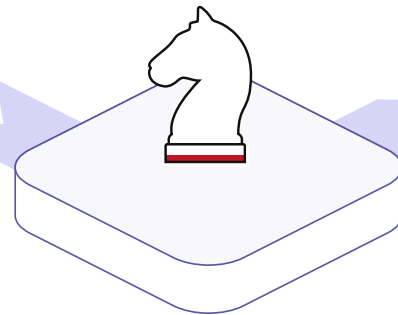
### A committed Sustainability policy

Capitalize on the Group's achievements in terms of Sustainability and continue leading the way by integrating social, societal, ethical and environmental responsibilities in all business activities and practices.



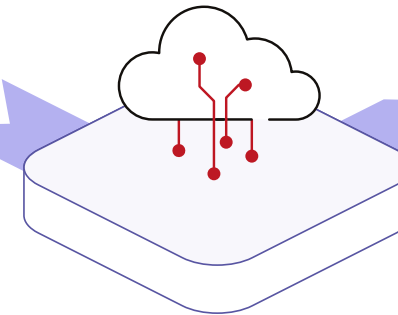
### Focus on three strategic market sectors

Fashion, automotive, and furniture, with a specific approach for each in terms of offers, organization and processes.



### New 4.0 services

Gradually launched on the market, they will combine data analysis, Lectra's expertise and artificial intelligence, to enable customers to continuously improve their operations.



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01 Who is Lectra?

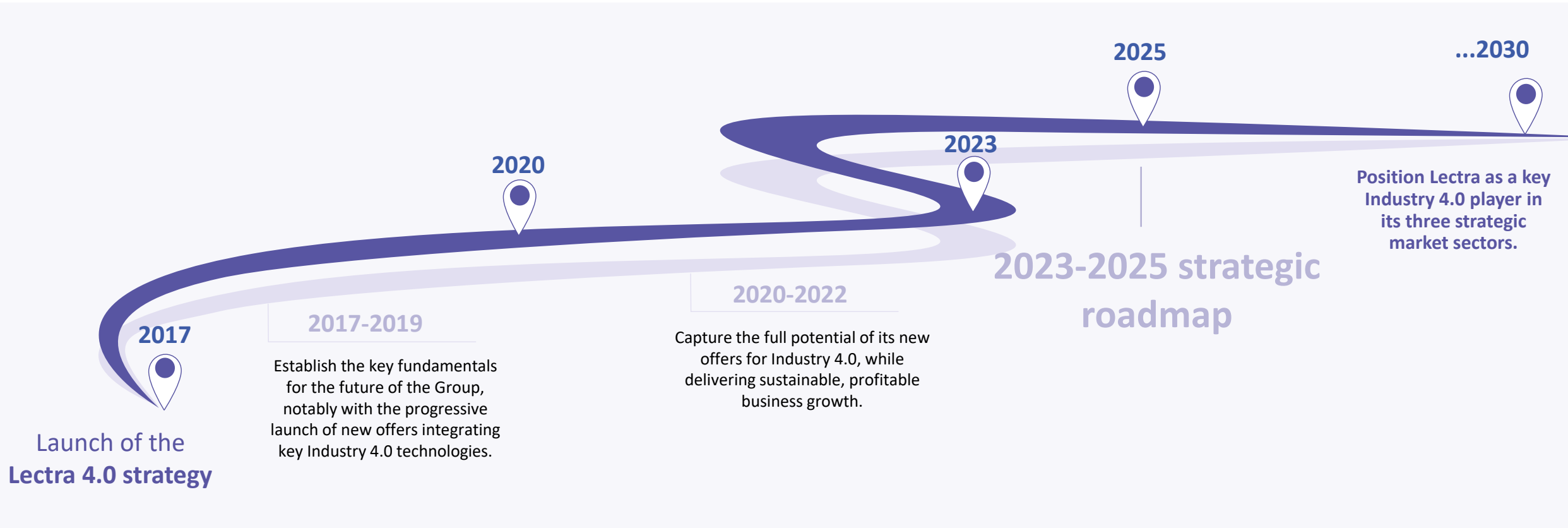
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# 2023-2025 strategic roadmap

3-year strategic roadmaps to implement a long-term strategy



# 2023-2025 strategic roadmap

## Further position Lectra as an Industry 4.0 leader

TAKE FULL ADVANTAGE OF  
THE GROUP'S CHANGE IN DIMENSION TO  
ACCELERATE GROWTH

SIGNIFICANTLY INCREASE THE VOLUME OF  
SAAS IN THE GROUP'S TOTAL REVENUES

SEIZE ACQUISITION  
OPPORTUNITIES

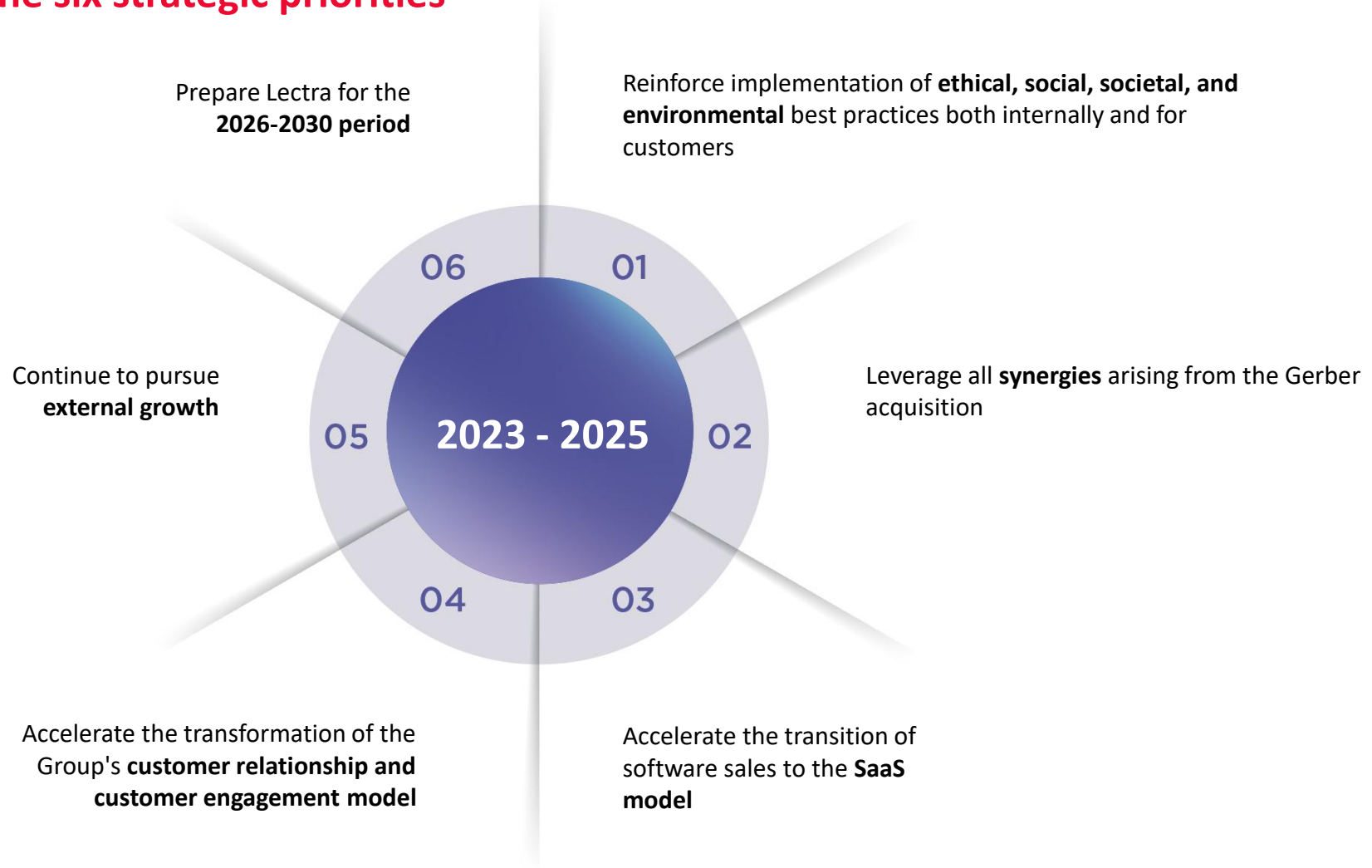
## INDUSTRY 4.0

With the commitment of its employees, and recognition by customers, Lectra will be at the forefront of a more sustainable future.

**In a deteriorated environment, Lectra was able to maintain its strategic ambitions while reinforcing its financial strength.**

# 2023-2025 strategic roadmap

## Reminder of the six strategic priorities



**These six strategic priorities guided the Group's actions carried out since 2023.**

# 2023-2025 strategic roadmap: second progress report

Lectra made progress on almost all of the objectives associated with the 12 commitments divided into five major Sustainability action areas

# 01

Reinforce implementation of ethical, social, societal, and environmental best practices both internally and for customers



Its overall score of 70/100 places the Group in the top 10% of best-rated companies, all activities included and top 4% of companies in the same industry.



Lectra is awarded gold level recognition by EthiFinance ESG Ratings in 2024 (based on 2023 data) with a clear improvement on 2023, rising to 79/100 i.e., +5 pts.



Lectra recognized in 2024 as one of the 19 French best managed companies by Deloitte for the third consecutive year.

Significant team engagement rate: 60%

Lectra survey Your Voice 2024

## EVOLUTION OF OFFERS:

- Continuous integration of the Sustainability dimension into the Group's products and services, notably with Valia Furniture and Valia Fashion integrating a sustainability dashboard
- Enhancement of TextileGenesis, enabling customers to ensure the traceability of conventional materials throughout the entire supply chain

▪ **WELL-BEING AT WORK:** Acceleration of the deployment of *The Lectra Way* program<sup>(1)</sup>

▪ **TEAM AWARENESS:** Product & R&D teams trained on eco-design for equipment; new Sustainability training for all employees launched end 2024

▪ **EMISSION REDUCTION AND CSRD COMPLIANCE:** Sustainability report, including Lectra's climate transition plan, to be published with Lectra's annual report on March 28, 2025

# 2023-2025 strategic roadmap: second progress report

The Group has now more than ever consolidated its activities and constitutes a global leader with unmatched geographical coverage, technological advance and customer base

## 02

Leverage all synergies arising from the Gerber acquisition



80%

Gerber brand covered equipment, sold over the past 10 years, benefit from Prime V2, a new contract with significantly enriched content launched in 2022



+6%

Growth in consumables & parts revenues, excluding the non-strategic Sign&Graphics activity of Gerber, which is being gradually phased out



3

Industrial operations sites (Cestas, Tolland, Suzhou), with increasing service quality and customer satisfaction for Gerber brand products. Assembly of the first Vector brand equipment in Suzhou end 2024

But also:

- Increased market share and geographic reach
- Enhanced customer base for cross-selling and up-selling opportunities
- Additional innovation capacity
- Reinforced supply chain operations

# 2023-2025 strategic roadmap: second progress report

The acceleration of SaaS software sales has once again been confirmed

## 03

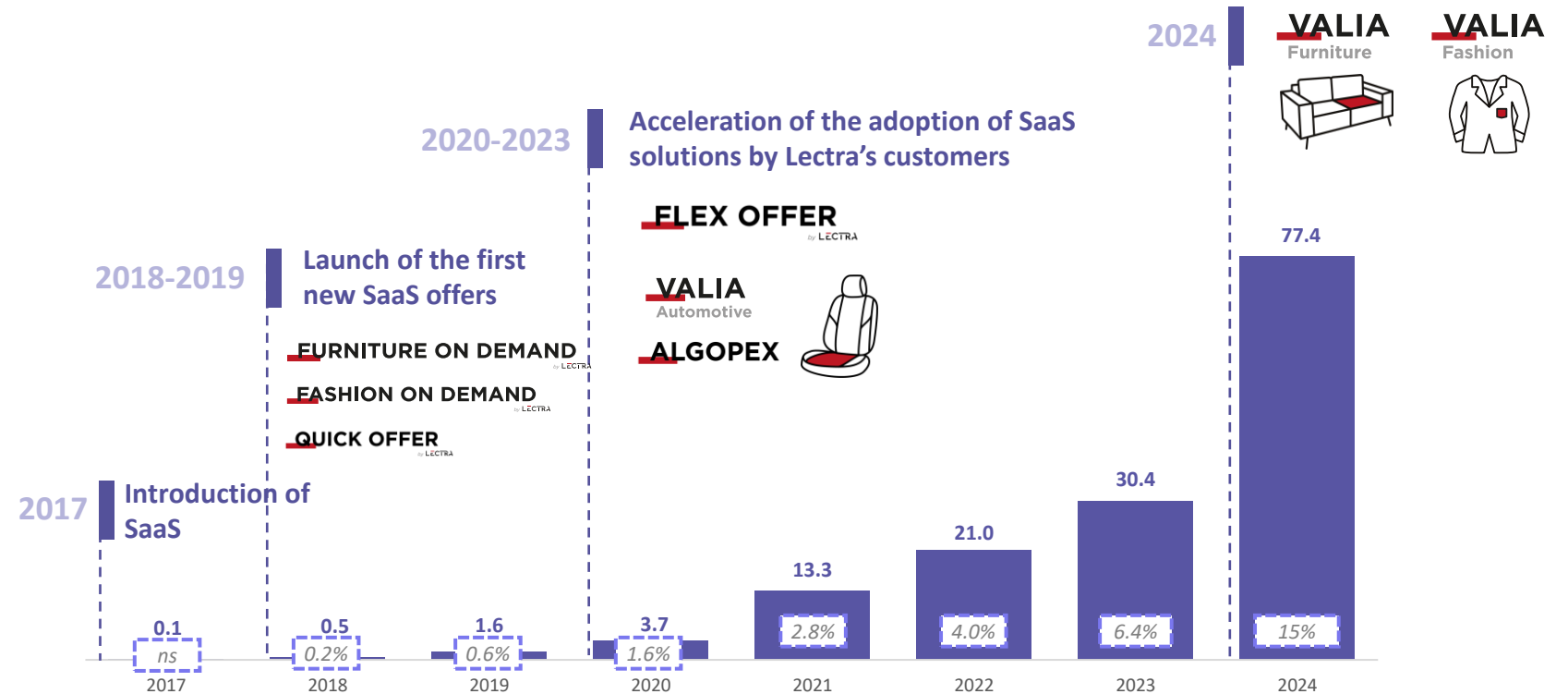
Accelerate the transition of software sales to the SaaS model

Revenues from software subscriptions (SaaS)

In millions of euros



= In % of revenues



SaaS-oriented acquisition strategy

KUBIX LINK

RETVIEWS

GERBER TECHNOLOGY  
a LECTRA company

NETEVEN

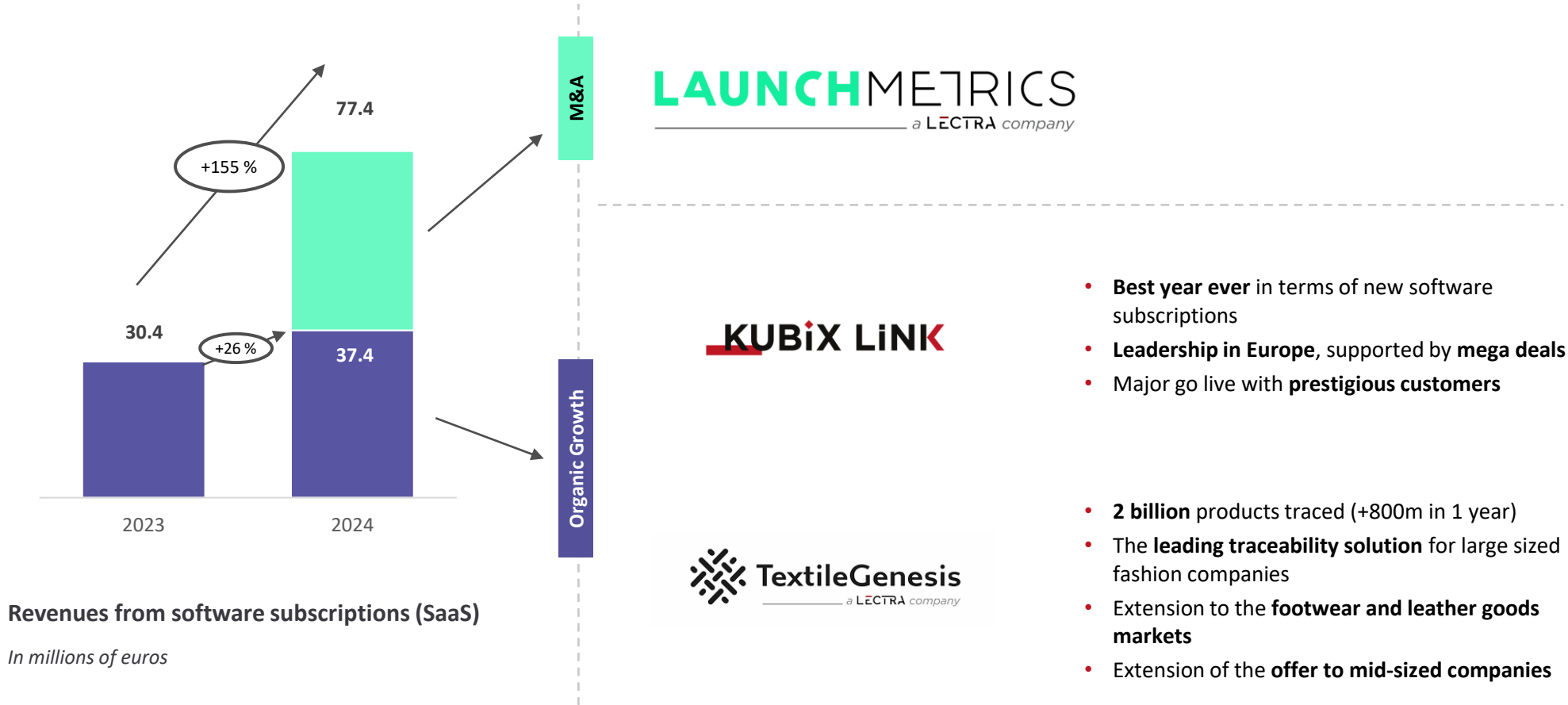
TextileGenesis  
a LECTRA company

LAUNCHMETRICS  
a LECTRA company

# 2023-2025 strategic roadmap: second progress report

A strong contribution from Launchmetrics

Significant increase in Kubix Link and TextileGenesis sales compared to 2023



Revenues from software subscriptions (SaaS)

In millions of euros

**Kubix Link, TextileGenesis and Launchmetrics  
accounted for 65% of new subscriptions sold in 2024**

# 2023-2025 strategic roadmap: second progress report

Lectra's customer relationship and engagement model has continued to evolve

## 04

Accelerate the transformation of the Group's customer relationship and customer engagement model

*Lectra is at the forefront of three major transformations*

Industry 4.0

SaaS

AI

And therefore is adapting its customer engagement model...



- **Adjusted sales, customer success and go-to-market organizations and responsibilities** to face the specific challenges of these three transformations
- **New enablement plans to empower teams** in selling and supporting customers
- **110 Customer Success Managers** to ensure customers maximize the use of Lectra's solutions



...to enable it to



Maximize recurring revenues per customer



Drive customer engagement



Increase the market penetration of new offers

# 2023-2025 strategic roadmap: second progress report

Successful integration of Launchmetrics into the Lectra group

Signing of two strategic partnerships

# 05

Continue to pursue external growth



- Launchmetrics is part of Lectra’s value proposition for Fashion
- First product synergy: Kubix Link x Launchmetrics Samples
- Integration of financial processes
- First cost synergies (IT tools, offices)
- Inclusion into The Lectra Way<sup>(1)</sup> program

Strategic partnerships



SIX ATOMIC

GenAI



AI/ML<sup>(2)</sup>



# 2023-2025 strategic roadmap: second progress report

The Group maintained its sustained R&D investments

# 06

Prepare Lectra for post-2025

67.6 million euros in R&D investments in 2024, with particular focus on the development of future offers, while continuing to enrich current offers

12.8%  
of revenues invested in R&D in 2024

H2 2023 / H1 2024

Launch of a new generation of intelligent and connected cutting equipment dedicated to Fashion, Furniture, Automotive and other industries

Improve the productivity, flexibility and environmental footprint of the cutting room



January 2024

Enrichment of the Furniture On Demand offer with Valia for furniture players

VALIA AI Furniture



Promote profitable, smarter, more sustainable production, and enable the development of digital skills

October 2024

Launch of Valia Fashion



VALIA AI Fashion

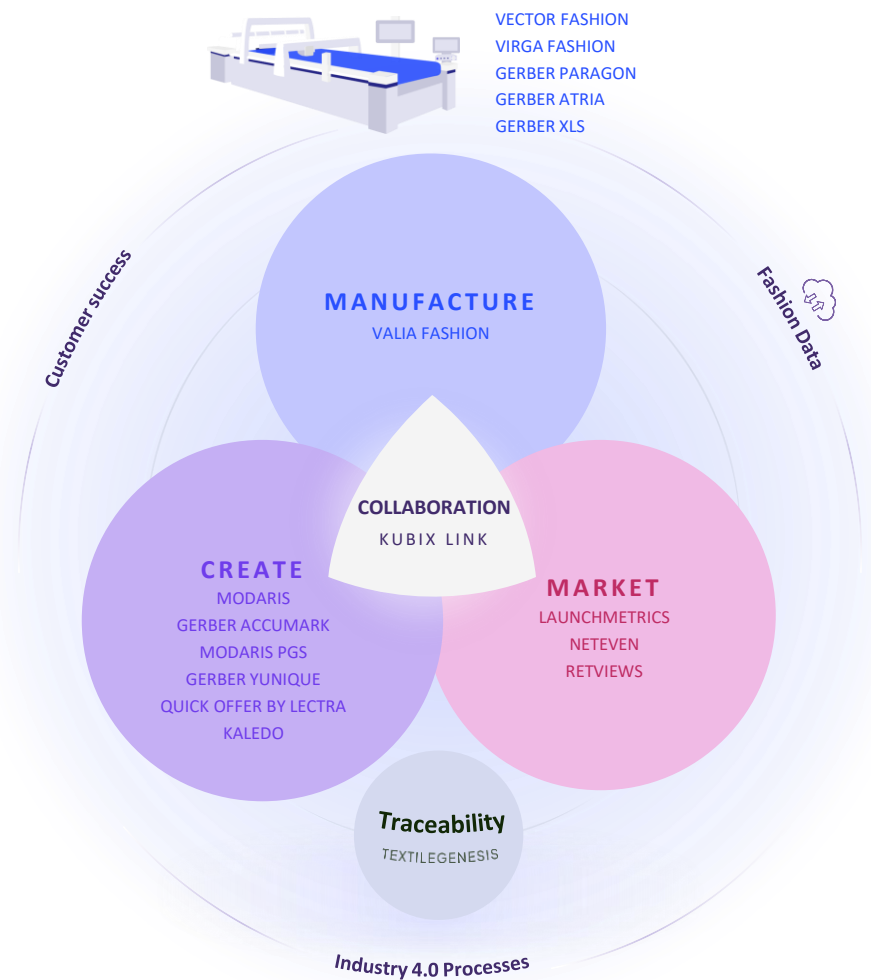
Groundbreaking intelligent digital platform for fashion - key to a smarter, faster, greener production process

# 2023-2025 strategic roadmap: second progress report

A value proposition for fashion that is coherent and constantly enriched through Industry 4.0 technologies

# 06

Prepare Lectra for post-2025



A value proposition that is



Unique



Visionary



Enriched with the most advanced technologies

and capable of meeting the needs of stakeholders in the fashion industry.

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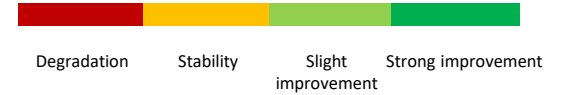
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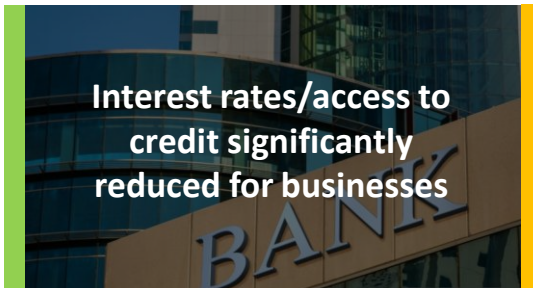
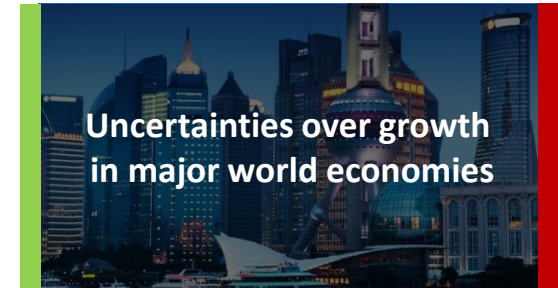
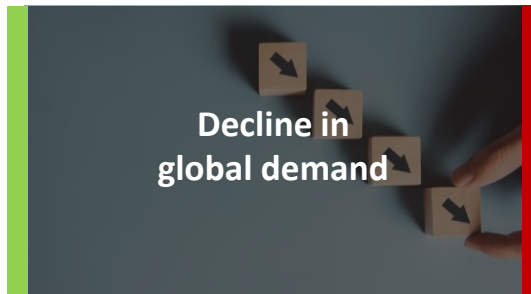
# 2025 outlook

## Macroeconomic and geopolitical situation: an unprecedented shock



*Situation at the end of December 2024*

*Situation at the end of July 2025*



# US tariffs' consequences on Lectra markets

## Lectra's key markets face rising pressure and uncertainty

Updated as of July 24, 2025

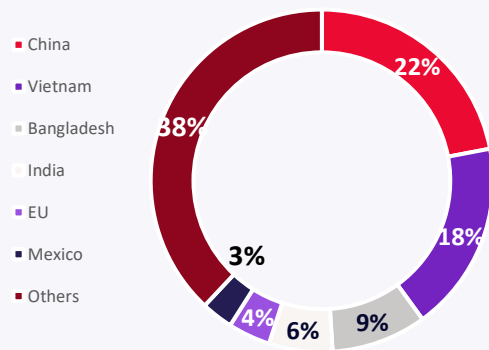
### Fashion

#### Inflation and uncertainty

##### US Fashion industry reliant on imports

- The US imports 98% of clothing and 99% of footwear
- Temporary trade deal with China: 30% on imported goods to the US (until August 12)
- Trade deal with Vietnam: 20% on imported goods to the US, 40% on transshipped goods imported to the US.

2024 US apparel import value (% share)



Source: OTEXA. Apparel: Knitted apparel (chapter 61) and woven apparel (chapter 62)

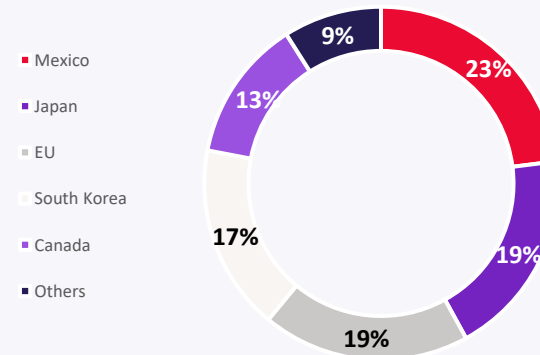
### Automotive

#### Inflation and uncertainty

##### Global auto industry under pressure

- There is a 25% auto import tariff for all countries
- **Compliant products under USMCA\* are exempt**; around 90% of cars and 80% of parts from Mexico are compliant
- **Japan** 15% on all goods, including cars

2024 US auto (cars) import value (% share)



Source: Goldman Sachs / S&P Global, April 2025

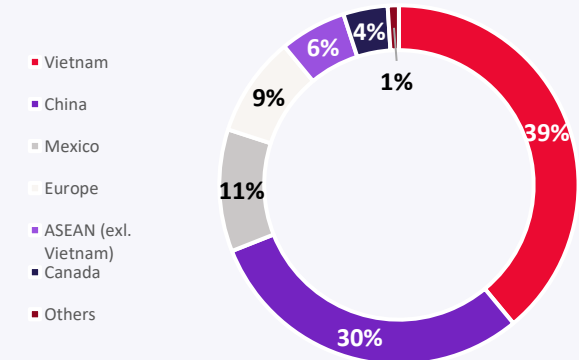
### Furniture

#### Risk of supply chain disruption and inflation

##### The US and Asia are interdependent

- Imports account for 40% of the upholstered furniture consumption in the US, with nearly 75% of these products imported from Asia
- The US is the largest customer for Asia, which is reliant on this market
- Trade deal with **Vietnam**: 20% on imported goods to the US
- Temporary trade deal with **China**: 30% on imported goods to the US (until August 12)

2024 US upholstery furniture import (% share)



Source: CSIL report 2024

WE LIGHT THE PATH, FOR YOU TO LEAD THE WAY



LECTRA

We pioneer. You lead.

SOFTWARE | EQUIPMENT | DATA | SERVICES