

# Company Background and Strategy

*September 2025*



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# Agenda

- 01** Who is Lectra?
- 02** The Lectra 4.0 strategy
- 03** 2023-2025 strategic roadmap
- 04** Medium-term outlook

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# Agenda

**01** Who is Lectra?

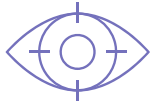
02 The Lectra 4.0 strategy

03 2023-2025 strategic roadmap

04 Medium-term outlook

# Who is Lectra?

## WE PIONEER. YOU LEAD.



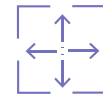
### *Vision*

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



# 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>

€38.1 million

WORKING CAPITAL  
REQUIREMENT<sup>1</sup>

- €29.8 million

2024 FREE CASH FLOW

€72.1 million

2024 SECURITY RATIO<sup>2</sup>

96%

<sup>1</sup>As of September 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.

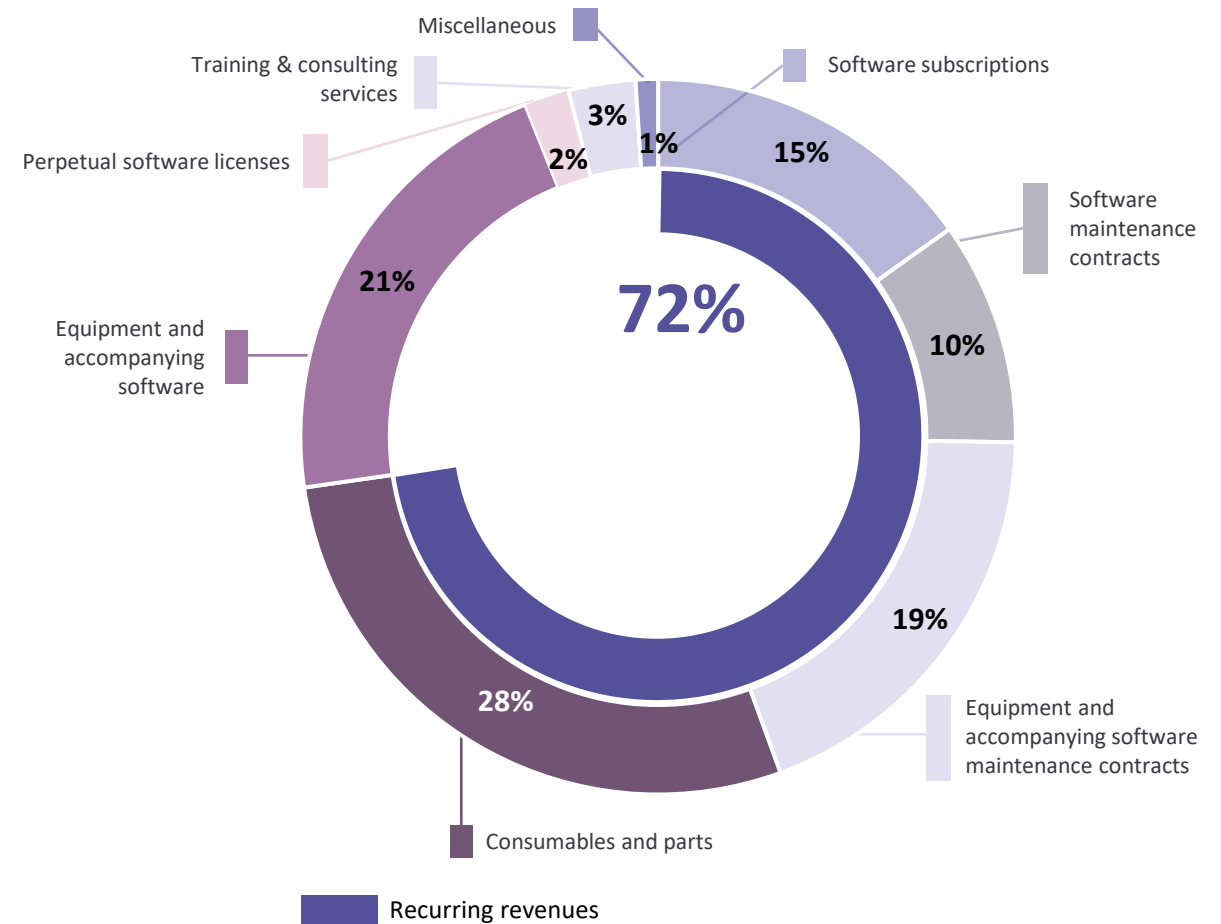
2

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.

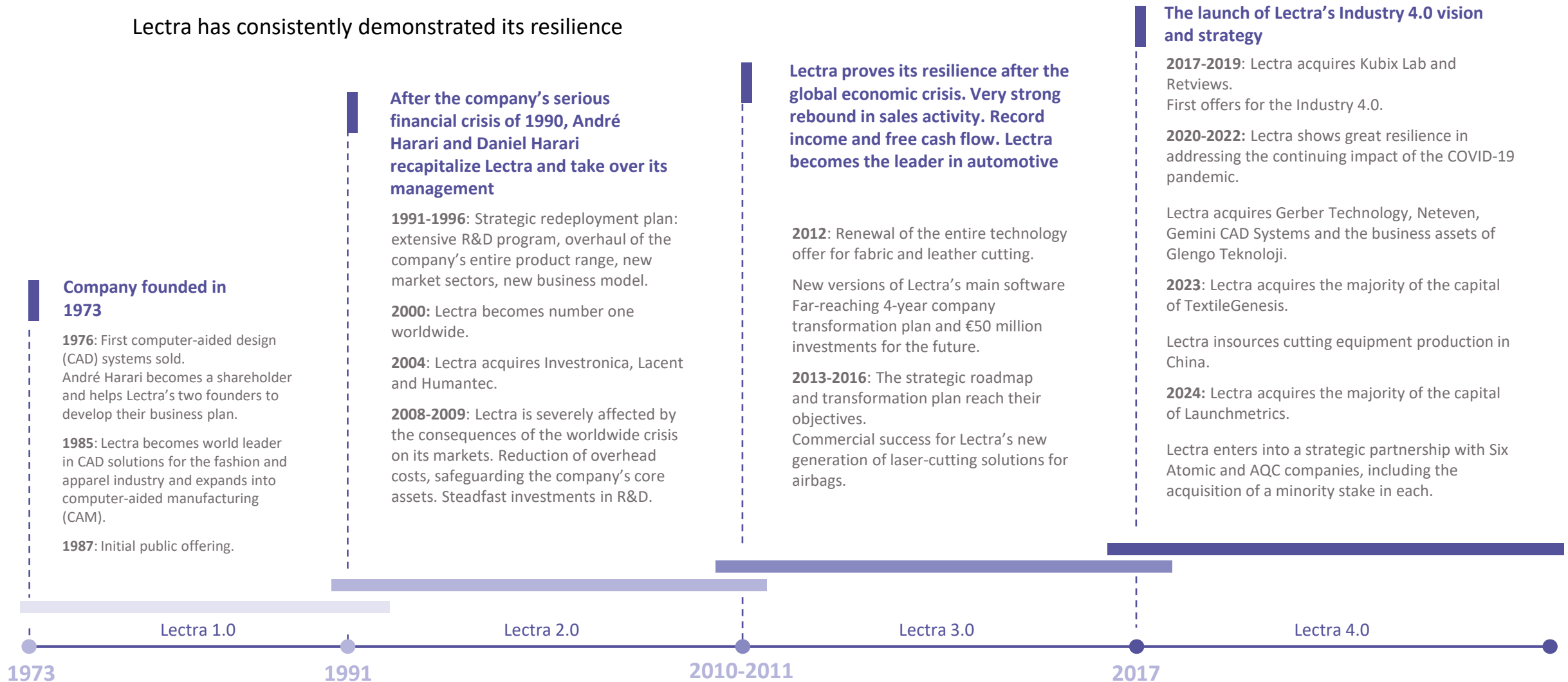
### Breakdown of 2024 revenues



# Who is Lectra?

## 50 years of innovation and challenges

Lectra has consistently demonstrated its resilience



## Serving world-class customers in different market segments for decades

# Fashion

A woman with a black bob haircut is shown from the chest up, looking upwards and to the right. She is wearing a dark, geometric, origami-style dress with sharp, angular folds. The background is a plain, light gray wall.

- 
- INDITEX
- ROSSIGNOL
- CALZEDONIA
- La Redoute
- DECATHLON
- RIVER ISLAND
- Dior
- OTB
- BURBERRY
- PRADA
- KIABI
- Hanes
- Wacoal
- ARMANI
- HERMÈS PARIS
- KURABO
- Triumph
- GUCCI
- Barbour
- C&A
- adidas
- RU.YI
- UNDER ARMOUR
- Ermenegildo Zegna Group
- PVH
- YOUNGONE

50%

# Automotive

- 
- ADIENT
- GLOBAL SAFETY TEXTILES
- TACHI-S
- MAGNA
- Autoliv
- FORVIA
- COINDU
- KSS  
KRY SAFETY SYSTEMS
- Dräxlmaier
- BENTLEY
- HARLEY-DAVIDSON
- YONGSAN  
HYUNDAI MOTOR COMPANY
- MARIO LEVI GROUP
- LEAR
- BOS
- 3M
- ECA
- katzkin  
AUTOMOTIVE LEATHER
- MASTROTTO  
CORPO

33%

# Furniture

- 
- A collage of various furniture and home furnishings brand logos, including:
- Ashley
  - Smith Brothers of Berne
  - B&B Italia
  - Polipol
  - Kuka
  - Stressless
  - La Z Boy
  - Ethan Allen
  - Lexington Home Brands
  - DeRuCCI
  - Trayton Group
  - Klausner Home Furnishings
  - Bassett

9%

## Other Industries



- 
- A collection of logos for various aerospace and defense companies, including Airbus Group, Bell Helicopter, Star Aircraft, GKN Aerospace, Tata Advanced Materials Limited, Fast Signs, Asha44, Boeing, Kimberly-Clark, Capital Wraps, and Delta Embraer.

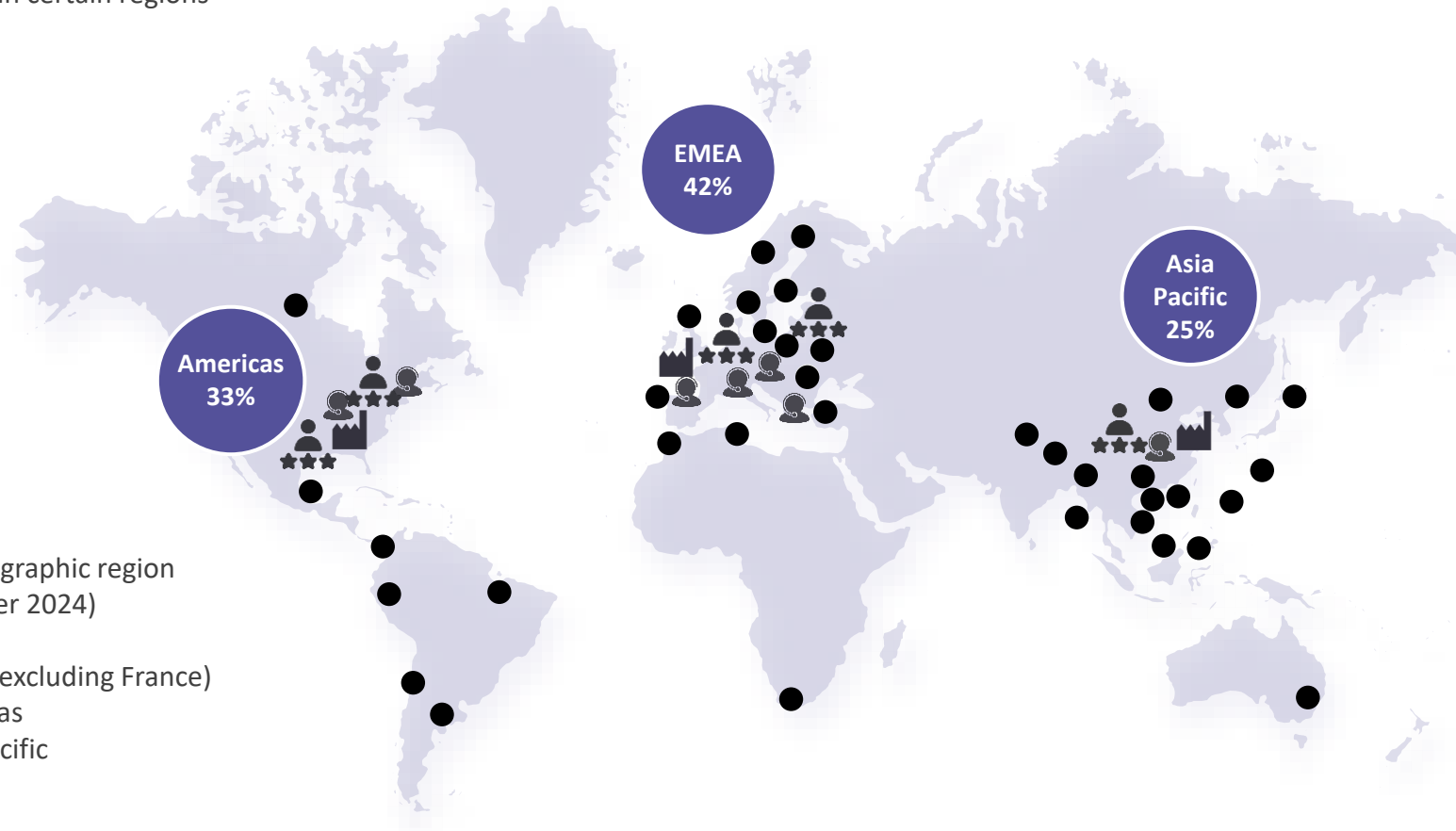
8%



# 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

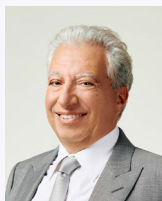
**5** international experience centers in Atlanta, Bordeaux-Cestas, Milan, Shanghai, and Tolland

**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



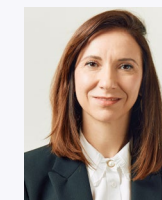
**Daniel Harari**  
Chairman and  
Chief Executive Officer



**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



**John Brearley**  
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**



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



**MODARIS**

Product development

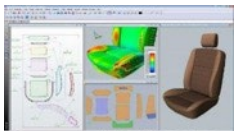


**DIAMINO**



**GEMINI**  
a LECTRA company

**DESIGNCONCEPT**



Equipment and accompanying software

**VECTOR**



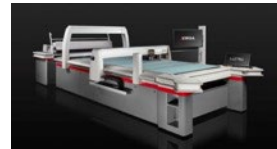
**VERSALIS**



**FOCUSQUANTUM**



**VIRGA**



**GERBER ATRIA**



**GERBER PARAGON**



**GERBER TAURUS**



**GERBER Z1**



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

**VALIA**

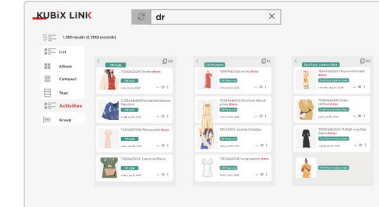


Connect, automate and streamline every step of production



**KUBIX LINK**

Collection management



**TextileGenesis**  
a LECTRA company

Traceability



**RETIEWS**

Benchmarking



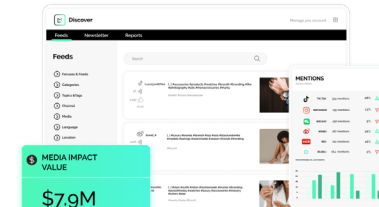
**NETEVEN**

Marketplace integration



**LAUNCHMETRICS**  
a LECTRA company

Brand performance



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# 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

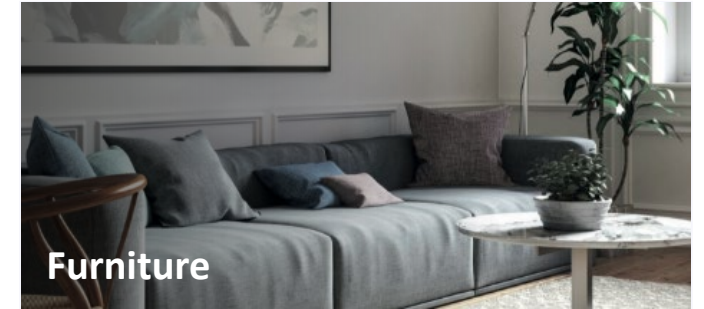
**NEV** disrupting historical brands

**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

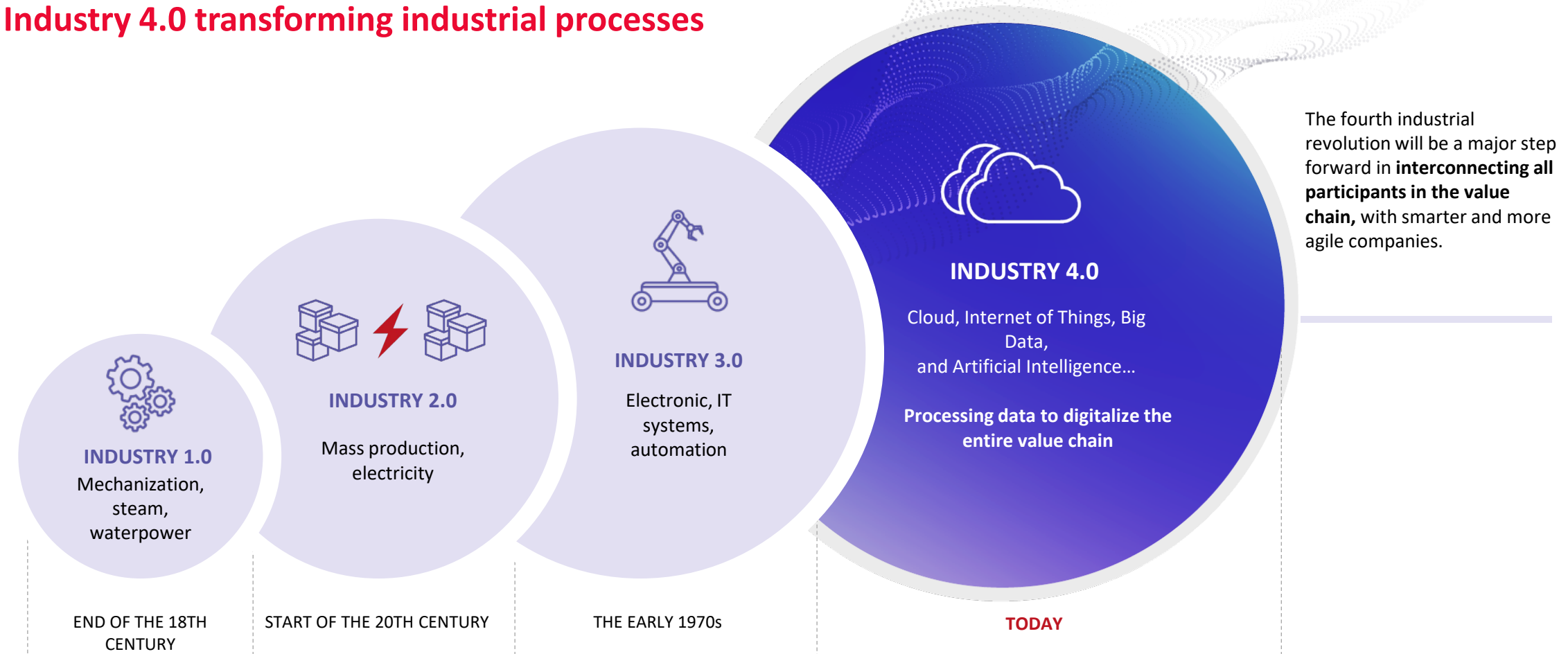
#### Lectra value

Automate production flows and manage complexity



# Reminder of the Lectra 4.0 strategy

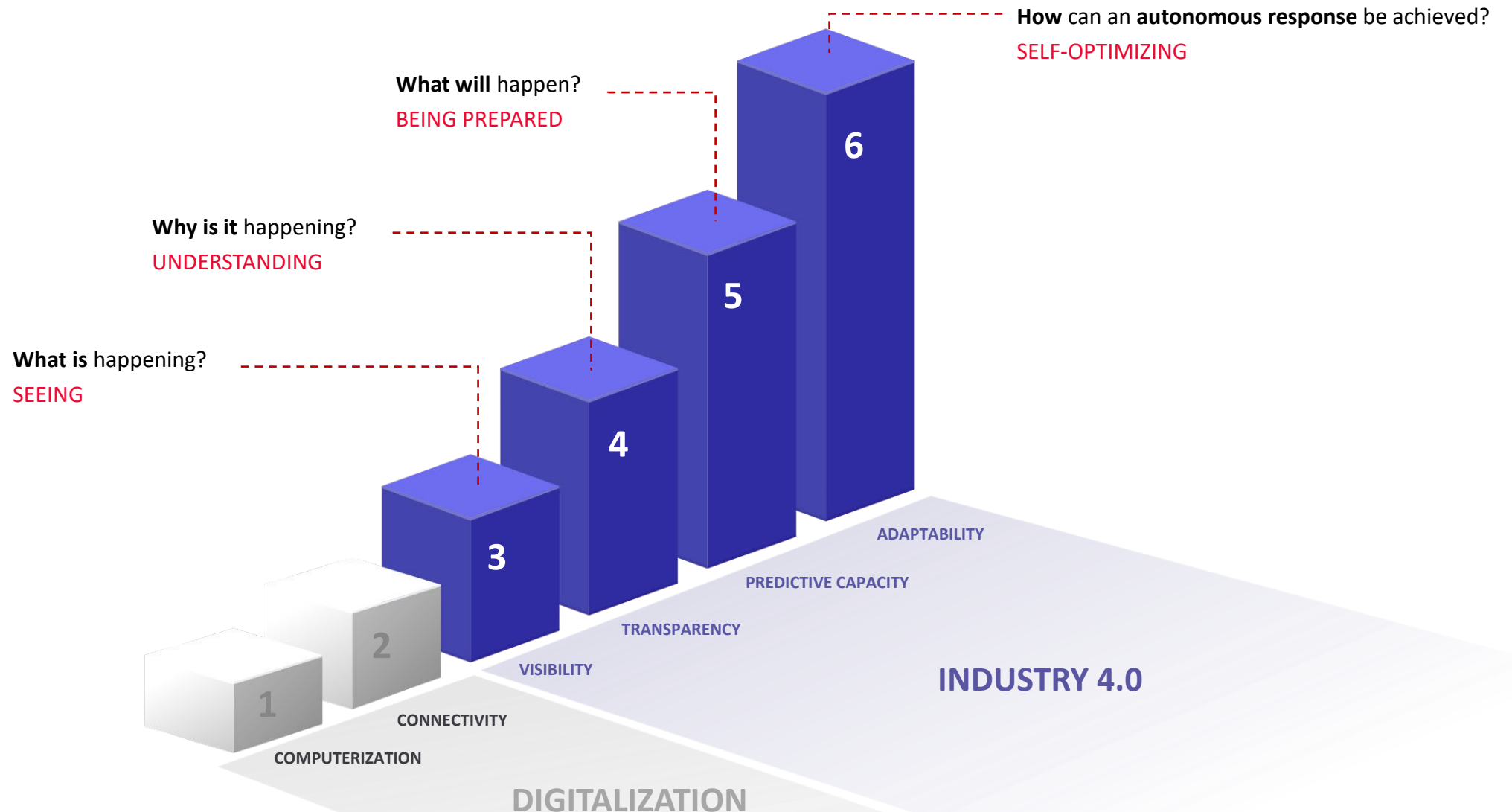
## Industry 4.0 transforming industrial processes



## ACCELERATING ADOPTION OF KEY INDUSTRY 4.0 TECHNOLOGIES

# Reminder of the Lectra 4.0 strategy

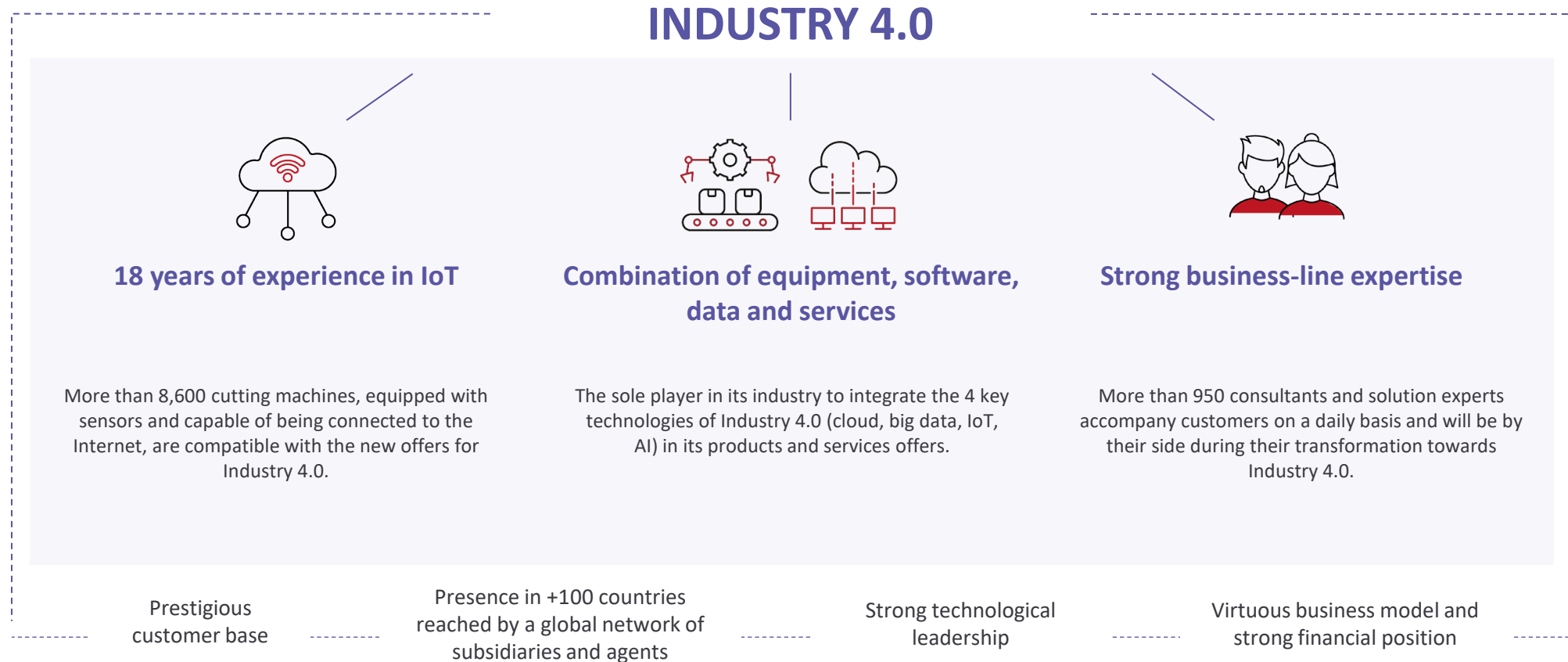
## Six key steps to exploit the full potential of Industry 4.0





# 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



- Automatize 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



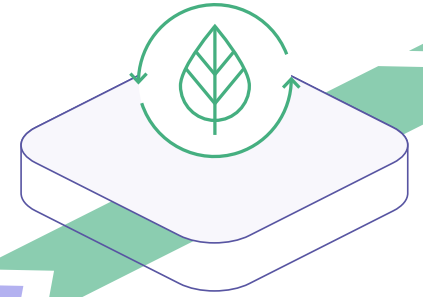
### Customers at the heart of the activities

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



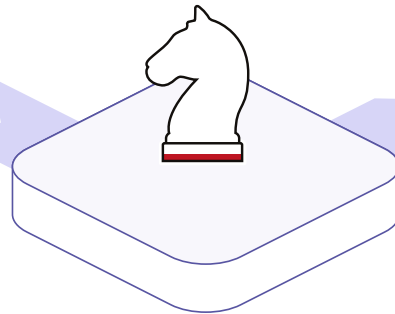
### A committed Sustainability policy

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.



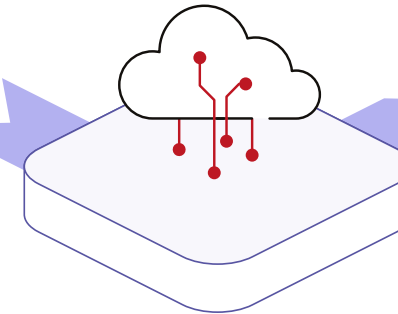
### Focus on three strategic market sectors

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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# The Lectra 4.0 strategy

A long-term vision

Lectra accelerates the **transformation** and **success** of its customers in the fashion, automotive and furniture industries in a world in perpetual motion thanks to the key technologies of **Industry 4.0**.



AI/GenAI



IoT



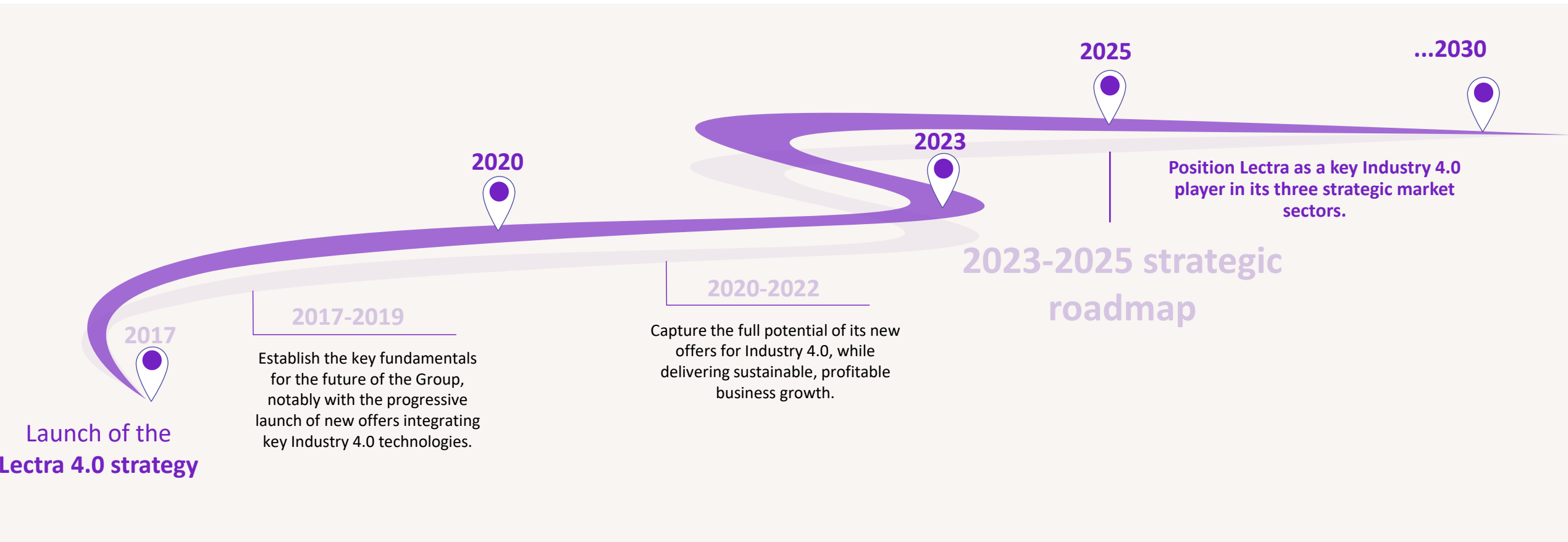
Cloud



BigData

# 2023-2025 strategic roadmap

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



# 2023-2025 strategic roadmap

## Succeeding in positioning 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.

# Gerber and Lectra: elevating the **Group's scale and capabilities**

Gerber acquisition: driving a step-change in Lectra's scale and strategic positioning

**+6% Annual Growth**

Recurring revenues from maintenance contracts  
like-for-like

**+3.6 pts Gross Margin**

66.6% in 2022 -> 70.2% over the first 9 months of 2025  
like-for-like

- **Accelerated growth:** the Group's 2022 recurring revenues already exceeded Lectra's standalone 2020 revenues (€236m), with 2025 projections expected to be substantially higher
- **Reinforced profitability:** initial lower profitability at Gerber was fully offset in a short timeframe, strengthening overall group margins

STRONGER TOGETHER



**2023-2025: successful completion of a complex integration initiated in H1 2021**

- **Unified global teams:** “one” customer-facing and supporting teams worldwide for efficiency and consistency
- **Customer Success aligned to Lectra's standards:** global standards driving satisfaction and upsell
- **Unified portfolio:** best-in-class Lectra + Gerber, fully interoperable
- **Global footprint:** 3 strategic sites across the globe (Tolland – USA, Cestas – France, Suzhou – China)
- **Cost synergies:** scale in sales, support & administration for sustainable gains

**With synergy gains of €36m+ in 2025**  
More than twice the 2022 forecast (€12–18m) announced on February 8, 2021



# Sustained investments to drive 4.0 innovation

Major product launches across Fashion, Automotive, Furniture and other industries

€190m+ R&D investments in 2023-2025

Nearly 13% of annual revenues on average



2 strategic partnerships



SIX ATOMIC

generative AI for fashion design



AI-based textile defect recognition



GenAI



AI/ML(2)

## Flagship offer enhancements

MODARIS

MODARIS PGS

QUICK OFFER

KALEDO

GERBER ACCUMARK

GERBER YUNIQUEPLM

RETVIEWS

LAUNCHMETRICS

NETEVEN

TextileGenesis

FOCUSQUANTUM

VIRGA

KUBIX LINK

VERSALIS

## Cloud-based, intelligent solutions

optimizing production and supporting sustainable operations

VALIA Fashion



VALIA Furniture



## Next-Gen equipment launches

Fashion, Furniture, Automotive and other industries

delivering major gains in productivity, flexibility, and sustainability in the cutting room



# Valia Fashion to **connect the dots in the value chain**

A revolution in *manufacturing*



**Fabric savings  
up to 5%**



**Lead time  
up to 5 times faster**



**Labor efficiency  
Improved up to 50%**

**EMPOWER**  
Fashion

**Industry First:  
"Equipment Uptime Guarantee"**

# TextileGenesis secured Lectra's leadership in traceability - a market priority



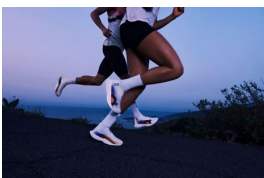
Market-leading traceability solution across textile, leather and footwear covering 100% traceability needs for sustainable & conventional materials.

**3.8 billion**  
**Products Traced**  
(Sept 2025 vs. 800K in Jan 2023)

**20,000**  
**Supply Chain Partners**  
Connected

**100%**  
**Customer**  
**Retention**

**ARR X 4+**  
Since January 2023



*"As we grow, this is the perfect time to embed traceability into our operations and prepare for new regulations backed by verified data."*

Philipp Engels, Senior Lead, Sustainable Product & Traceability at ON



**ZEGNA**

*"The Group is making significant strides toward transparency and accountability in its supply chain through a strategic partnership with TextileGenesis."*

Zegna ESG 2025 Presentation

## Integration accelerating growth with sustainability impact

- **Revenue synergies:** boosted joint sales and marketing activities, driving incremental revenue streams
- **Market reach:** leveraged Lectra's global footprint to scale adoption across brands and supply chains
- **Category expansion:** entered footwear and leather, where traceability drives competitiveness and compliance
- **Cultural integration**<sup>1</sup>: achieved 88% engagement score in 2025, reinforcing a unified "one-team" culture
- **Customer value:** enhanced Lectra's ESG & compliance proposition, helping brands meet regulatory demands

# Boosting Lectra's SaaS trajectory with Launchmetrics to empower customers' Market activities

**LAUNCHMETRICS**  
a LECTRA company

Launchmetrics provides fashion, lifestyle and beauty clients with the software, data and insights they need to optimize and measure their brand performance and connect strategy with execution.

**2X Lectra SaaS Revenues**  
in 2024 to €77.4m

**€43.6m ARR**  
+8.9% YoY<sup>1</sup>

**18%**  
**EBITDA margin**  
9M 2025

**Trusted by 1,700+ Brands Worldwide**

**Abercrombie  
& Fitch**



*"Launchmetrics enables us to track our samples with ease, empowering us to make better sample production decisions. It improves our efficiency & creates transparency among teams."*

**John Sheppard, Senior Specialist, Brand Operations**

**LACOSTE** 



*"Launchmetrics has given us accessibility and transparency across the Press Release team at Lacoste... Their value cannot be compared or estimated."*

**Denis Buffart, Head of PR & Collaboration**

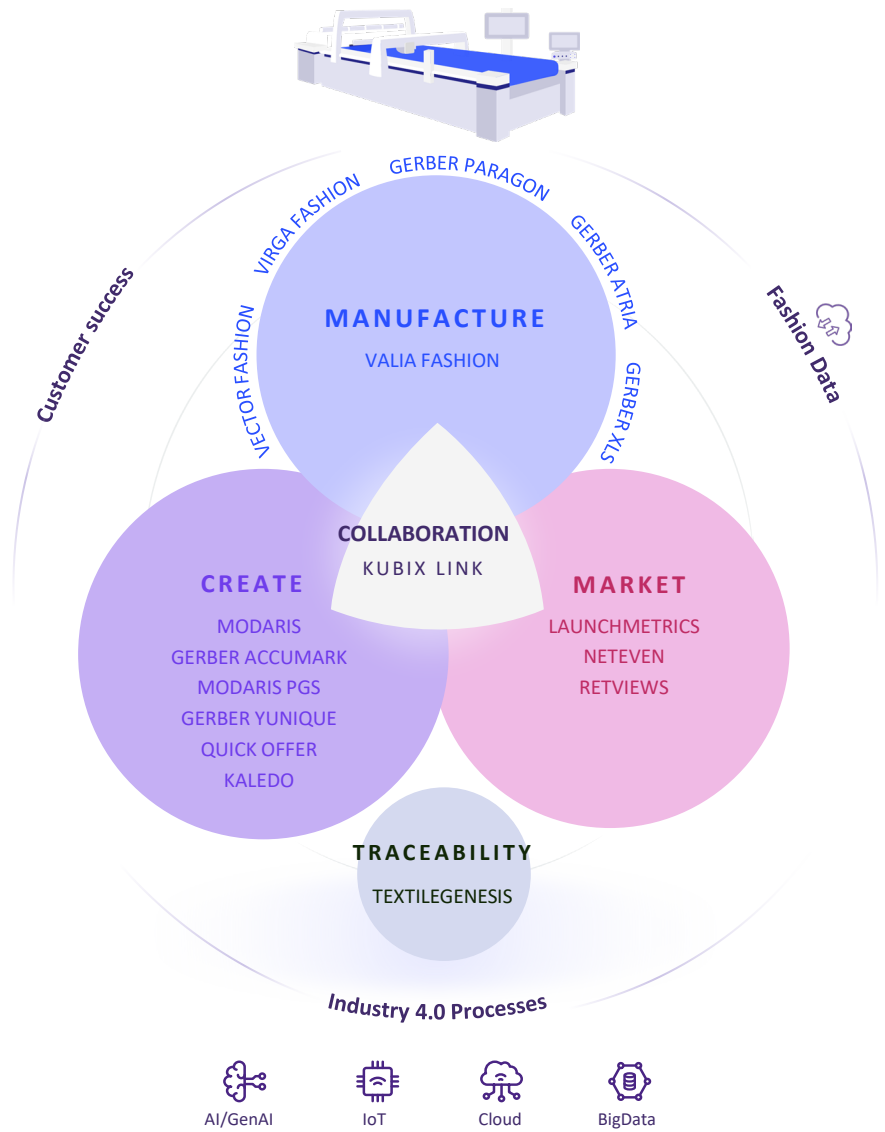
## Integration powering SaaS and Fashion leadership

- **Joint Go-to-Market acceleration:** boosted joint sales & marketing effort, maximizing cross-sell opportunities
- **Product synergies:** first integration launched via Kubix Link, enabling connected workflows
- **Category expansion:** fast-tracked expansion in sportswear and beauty
- **Cultural integration<sup>1</sup>:** achieved 70% engagement score in 2025<sup>2</sup>, reinforcing a unified "one-team" culture
- **Customer value:** enlarged Lectra's value proposition to help fashion companies boost brand performance and stand out





# Customer Value Proposition for Fashion that only Lectra delivers, strengthened and enlarged



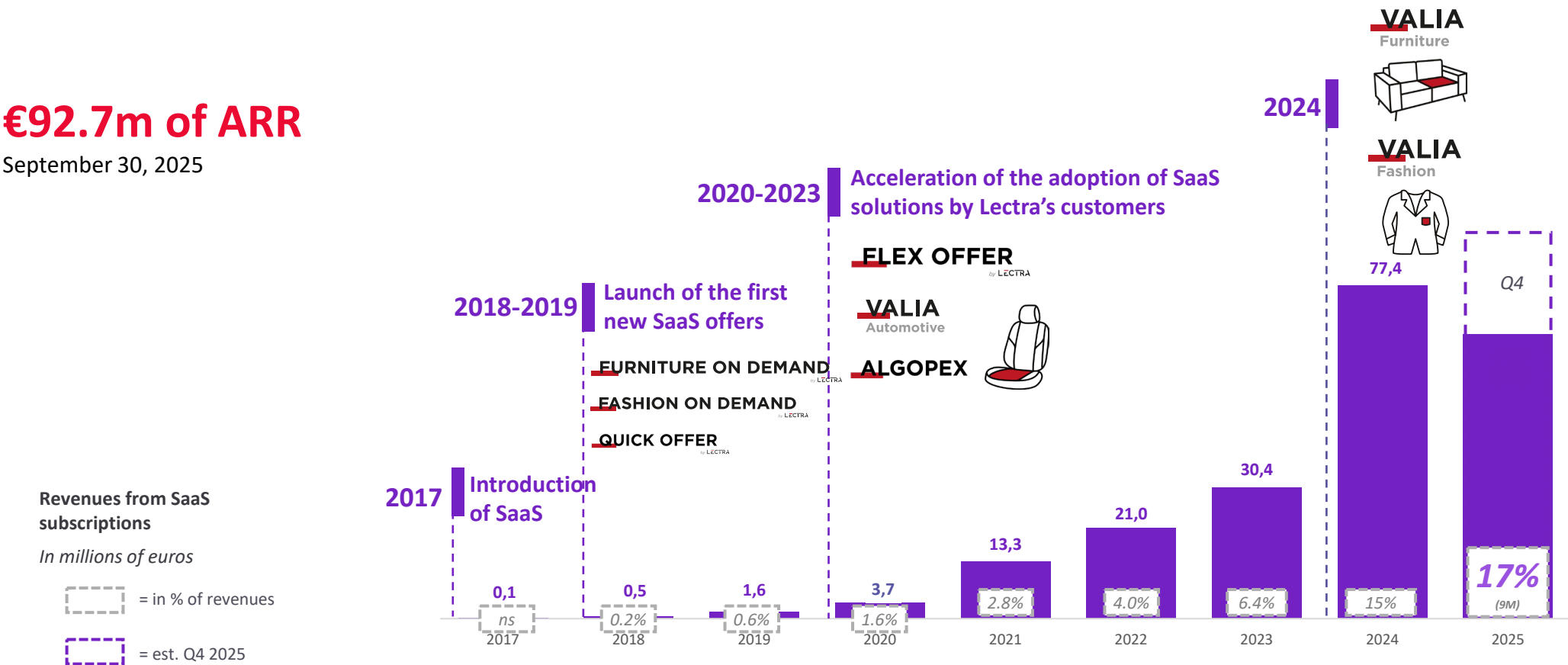
**Succeed with style**

Ensure top-line growth  
Achieve long-term profitability  
Stand out with sustainability

# Breaking new ground in customer adoption of Lectra's SaaS offers

€92.7m of ARR

September 30, 2025



SaaS-oriented acquisition strategy



# Driving sustainable impact and responsible leadership

01

Respecting the **highest ethical** standards

02

Designing **eco-responsible offers**

03

Promoting an **inclusive, diverse and vibrant** work culture

04

Reducing the **environmental footprint** of our activities

05

Providing support for the **next generation**



- **MAJOR MILESTONES:** CSRD-aligned Sustainability Report and –25% greenhouse gas emission on scope 1&2 and -20% on scope 3 by 2030
- **CUSTOMER IMPACT:** Helping clients cut waste, optimize resources, and boost traceability
- **EVOLUTION OF OFFERS:** Sustainability progressively built into every solution — from Valia Furniture & Fashion to enhanced TextileGenesis for full material traceability
- **THE LECTRA WAY\*:** A cultural shift embraced across the organization, reinforcing Lectra's role as a sustainable industry leader

These initiatives illustrate Lectra's commitment to sustainable and responsible growth

# The Group's governance has been strengthened

## New members of the Board of Directors



**Karine Calvet**

Chief Revenue Officer of PeopleSpheres (ex-Microsoft, Citrix, Schneider Electric). Career in IT with focus on digital transformation.



**Pierre-Yves Roussel**

CEO of Tory Burch since 2019. Former Chairman & CEO of LVMH Fashion Group (2006–2018).



**Jérôme Viala**

Former Executive Vice President, Vice Chairman of the Executive Committee, and Secretary to the Board of Directors at Lectra, where he held numerous positions (1985 -2024).

Lectra’s governance structure continued to evolve over the three years, reflecting the Group’s strategic ambitions and commitment to leadership excellence.

## Changes in the composition of the Executive Committee

### NEW MEMBERS



**Maximilien Abadie**  
Deputy CEO



**Anne Borfiga**  
General Secretary



**John Brearley**  
President, Americas



**Antonella Capelli**  
President, EMEA



**Amit Gautam**  
Founder and CEO of TextileGenesis



**Michael Jaïs**  
Co-founder and CEO Launchmetrics



**Frédéric Morel**  
President, Asia-Pacific



## 2023-2025: a strategic leap toward the **Lectra 4.0 vision**

*Lectra is in an ideal position to go even further in the next phase of its strategy, from 2026 to 2028.*

### Unprecedented position - combining

- market leadership,
- a robust and relevant offer aligned with customer needs,
- an expanded customer base,
- a global presence,
- a strengthened image as an innovative technology company.

**17%**

Share of SaaS in  
total revenues

(9M 2025)

**73%**

Gross margin

(9M 2025)

**96%**

Security ratio

(9M 2025)

**€38m**

Net debt

(September 30, 2025)

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**04 Medium-term Outlook**

# Medium-term outlook

Next chapter: accelerating growth and redefining the future



The Group will capitalize on its  
**core strengths**  
to accelerate its growth.

The **2026-2028 strategic  
roadmap**, will be revealed on  
February 12, 2026.

WE LIGHT THE PATH, FOR YOU TO LEAD THE WAY



LECTRA

We pioneer. You lead.

SOFTWARE | EQUIPMENT | DATA | SERVICES