



LECTRA

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# Company Background and Strategy

March 2024

- **Who is Lectra?**
- Acquisition of Launchmetrics
- Reminder of the Lectra 4.0 strategy
- 2023-2025 Strategic roadmap
- 2024 and 2025 outlook
- Appendices

- Founded in **1973**
- **2,500** Employees
- **€478 million** 2023 Revenues  
68% of which comes from recurring revenues
- **€79 million** 2023 EBITDA  
16,5% of Revenues
- **€45.3 million** 2023 Free cash flow
- **€17 million** Net cash<sup>1</sup>
- - **€4.1 million** Working capital requirement<sup>1</sup>
- **Listed in the CAC Mid 60 and SBF 120 indices** of Euronext<sup>2</sup>

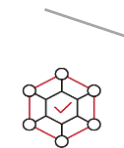
## WE PIONEER. YOU LEAD.

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.

## VALUES

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

## INDUSTRY 4.0



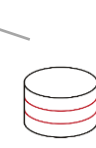
Software



Equipment



Data



Services

# Who is Lectra?

## 50 years of innovation and challenges

Lectra has consistently demonstrated its resilience

### Company founded

**1976:** First computer-aided design (CAD) systems sold. André Harari becomes a shareholder and helps Lectra's two founders to develop their business plan.

**1985:** Lectra becomes world leader in CAD solutions for the fashion and apparel industry and expands into computer-aided manufacturing (CAM).

**1987:** Initial public offering.

**After the company's serious financial crisis of 1990, André Harari and Daniel Harari recapitalize Lectra and take over its management**

**1991-1996:** Strategic redeployment plan: extensive R&D program, overhaul of the company's entire product range, new market sectors, new business model.

**2000:** Lectra becomes number one worldwide.

**2004:** Lectra acquires Investronica, Lacent and Humantec.

**2008-2009:** Lectra is severely affected by the consequences of the worldwide crisis on its markets. Reduction of overhead costs, safeguarding the company's core assets. Steadfast investments in R&D.

**Lectra proves its resilience after the global economic crisis. Very strong rebound in sales activity. Record income and free cash flow. Lectra becomes the leader in automotive**

**2012:** Renewal of the entire technology offer for fabric and leather cutting. New versions of Lectra's main software Far-reaching 4-year company transformation plan and €50 million investments for the future.

**2013-2016:** The strategic roadmap and transformation plan reach their objectives. Commercial success for Lectra's new generation of laser-cutting solutions for airbags.

### The launch of Lectra's Industry 4.0 vision and strategy

**2018:** Lectra acquires Kubix Lab. Launch of new Industry 4.0 compliant offers.

**2019:** Lectra acquires Retviews. Global roll out of the offers for the Industry 4.0.

**2020:** Lectra shows great resilience in addressing the continuing impact of the COVID-19 pandemic.

**2021:** Lectra acquires Gerber Technology to create a world-class leader within Industry 4.0 for the fashion, automotive and furniture markets. Lectra acquires Neteven and Gemini CAD Systems.

**2022:** Lectra acquires the business assets of Glengo Teknoloji.

**2023:** Lectra acquires the majority of the capital of TextileGenesis. Lectra insources cutting equipment production in China.

**2024:** Lectra acquires the majority of the capital of Launchmetrics.

# Who is Lectra?

A new dimension recognized by the entire ecosystem



Lectra recognized as one of the 14 French Best Managed Companies 2023 by Deloitte for the second consecutive year



36th in the Top 250 French software publishers



Lectra in the 2023 edition of the Choiseul Institute's ranking for the second consecutive year, which recognizes 200 companies that actively contribute to strengthening the French economy



Lectra wins the BFM Business 2020 Grand Prix for Digital Acceleration



Microsoft recognizes Lectra with an award for its commitment to Industry 4.0



Lectra joins "Euronext Tech Leaders", the new stock market index for European technology companies



1st place among the most responsible companies in terms of the environment in the 2023 CSR ranking of the *Le Point* magazine and Statista.



# Who is Lectra?

Serving world-class customers in different market segments for decades

## Fashion



50%<sup>1</sup>

- Brands
- Manufacturers
- Retailers

## Automotive



32%<sup>1</sup>

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



## Furniture



9%<sup>1</sup>

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

## Other Industries



8%<sup>1</sup>

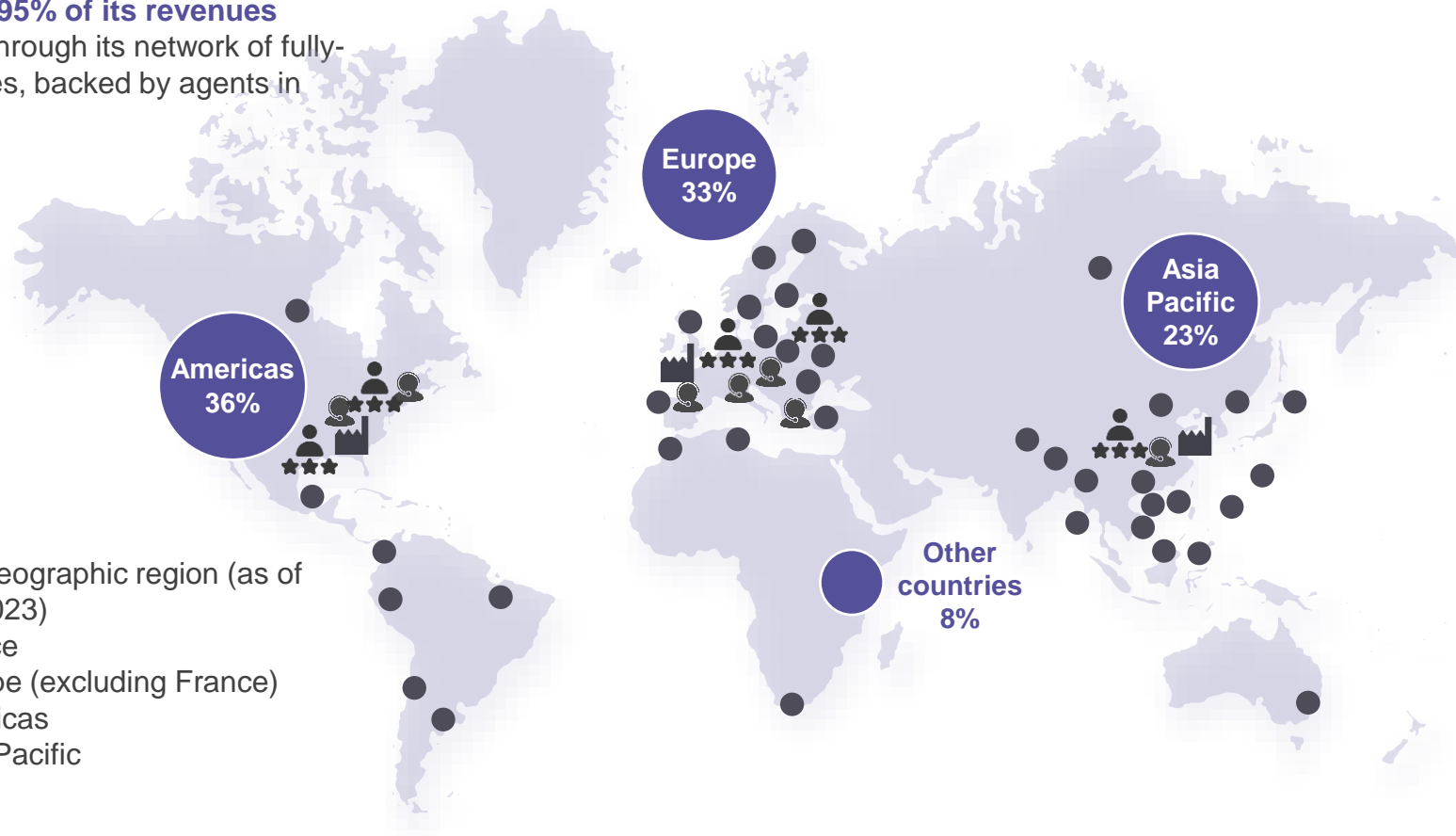
- Sign & graphics
- Aeronautic
- Marine



# Who is Lectra?

## A unique worldwide presence

Lectra generates **95% 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 2023)

- 36 % in France
- 27 % in Europe (excluding France)
- 18 % in Americas
- 17 % in Asia-Pacific
- 2 % in Africa

### Presence in +100 countries

reached by a global network of subsidiaries and agents

12 international expertise centers

5 international experience centers in Atlanta, Bordeaux-Cestas, Milan, Shanghai, and 1 innovation lab in Bordeaux-Cestas

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

# Who is Lectra?

Innovation at the service of excellence

Innovation is an integral part of  
Lectra's genetic code



## R&D at Lectra

**€55.8 million**

2023 investments in R&D fully expensed

**11.7%**

of 2023 revenues

**615**

R&D resources<sup>1</sup> with competencies in mechanics, software development, data, cloud, IoT, cyber security, electronics, etc.

**An unmatched investment in innovation to  
go beyond state of the art and unlock the  
potential of Industry 4.0.**



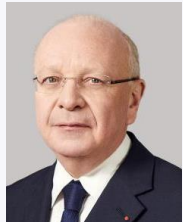
# Who is Lectra?

A governance committed to achieving Lectra's vision

## Board of Directors



**Daniel Harari**  
Chairman and  
Chief Executive Officer



**Ross McInnes**  
Lead Director



**Céline Abecassis-Moedas**



**Karine Calvet**



**Jean Marie (John) Canan**



**Nathalie Rossiensky**



**Pierre-Yves Roussel**



**Hélène Viot Poirier**

## Executive Committee



**Daniel Harari**  
Chairman and  
Chief Executive Officer



**Jérôme Viala**  
Executive Vice President  
(until March)



**Maximilien Abadie**  
Chief Strategy Officer,  
Chief Product Officer



**Anne Borfiga**  
General Secretary



**Fabio Canali**  
President, Southern  
Europe & North Africa



**Antonella Capelli**  
Senior Vice President  
Sales, EMEA



**Thierry Caye**  
Chief Technology  
Officer



**Olivier du Chesnay**  
Chief Financial  
Officer



**Javier Garcia**  
Chief Customer  
Officer



**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



**Rani Rao**  
Chief People Officer

# 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

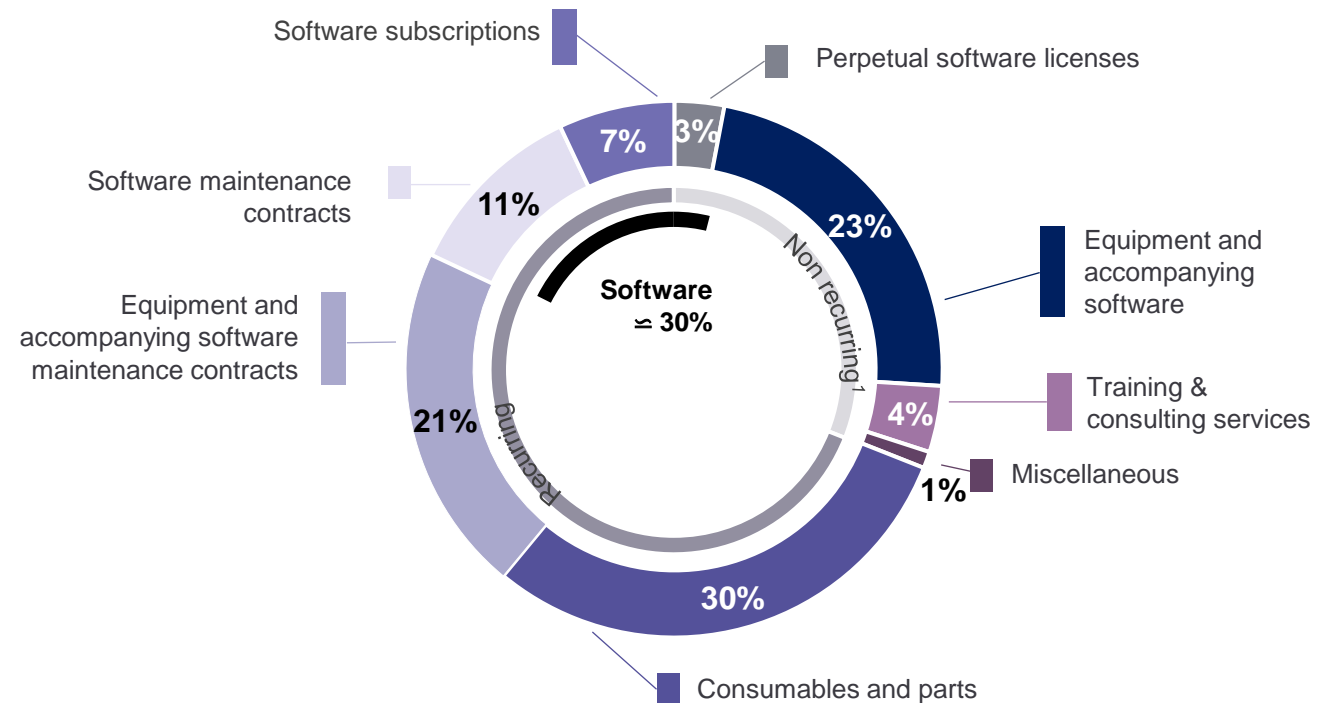
A balanced revenue mix between revenues from software licenses, equipment and non-recurring services and recurring revenues.

90% 2023 Security ratio<sup>2</sup>

3

The generation of significant annual free cash flow.

### Breakdown of 2023 revenues



# Who is Lectra?

LECTRA

Lectra's offer at the leading edge of technology

## Software sold in perpetual licenses and in SaaS mode



**MODARIS**



**GEMINI**  
a LECTRA company

**DESIGNCONCEPT**

**GERBER ACCUMARK**

**GERBER ACCUNEST**

**KALEDO**



**DIAMINO**

## Equipment and accompanying software



**VECTOR**

**VERSALIS**

**FOCUSQUANTUM**

**VIRGA**

**GERBER PARAGON**

**GERBER ATRIA**

**GERBER Z1**

**GERBER TAURUS**



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

**KUBIX LINK**

**FURNITURE ON DEMAND**  
by LECTRA



**TextileGenesis**  
a LECTRA company

**QUICK OFFER**  
by LECTRA

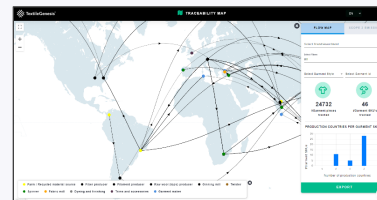
**RETVIEWS**

**GERBER YUNIQUEPLM**



**FASHION ON DEMAND**  
by LECTRA

**LAUNCHMETRICS**  
a LECTRA company



**FLEX OFFER**  
by LECTRA

**ALGOPEX**

**VALIA**

**NETEVEN**



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# Acquisition of Launchmetrics

## Overview of the company

Launchmetrics develops and sells an innovative cloud-based SaaS platform, composed of seven modules, dedicated to brand performance, for marketing and communications professionals in the Fashion, Lifestyle and Beauty markets.



~\$45m revenues in 2023, of which \$40+m SaaS

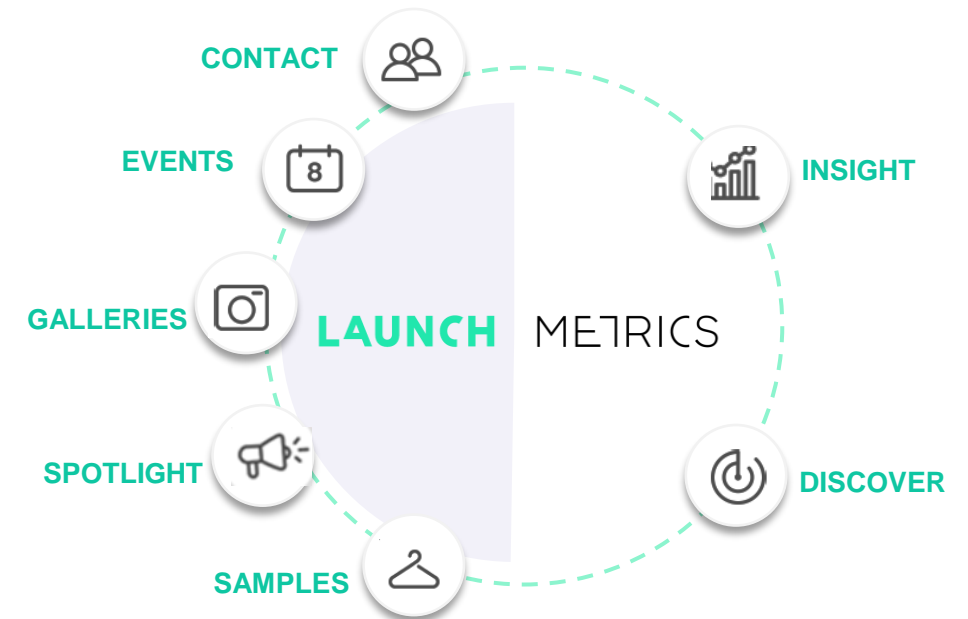
~\$5m adjusted EBITDA in 2023

425 employees

## 1 700 customers in 20 countries



Acquisition in January 2024 of 50.3% of Launchmetrics for about 85 million dollars, this amount will depend on recurring revenues and EBITDA for 2023.  
Acquisition of the remaining capital and voting rights is planned in five stages: in 2025, 2026, 2027, 2028 and 2030. Total acquisition price estimated between 200 and 240 million dollars.





## Lectra x Launchmetrics synergies

### LECTRA

#### STRENGTH

- **Undisputed technology leadership**
- **Broad portfolio of Industry 4.0 offers**, based on the 4 key technologies: Cloud, IoT, Big Data, Artificial Intelligence
- **Prestigious customers in Fashion**
- **A virtuous business model and strong financial strength**
- **A premium positioning and customers at the heart of the activities**
- **Global presence in +100 countries** reached by a global network of subsidiaries and agents

#### OPPORTUNITIES

- **Strengthen the Group's position in Fashion** by covering other strategic links in the customer value chain
- **Benefit from the expansion of the customer base** – for cross-sell opportunities and to strengthen relationships with C-levels
- **Combine expertise in technology**, particularly around data and Artificial Intelligence (AI) to drive innovation
- **Enrich the respective offers** with complementary marketing and product data in order to offer customers a unique value proposition
- **Accelerate the transition to SaaS**

### LAUNCHMETRICS

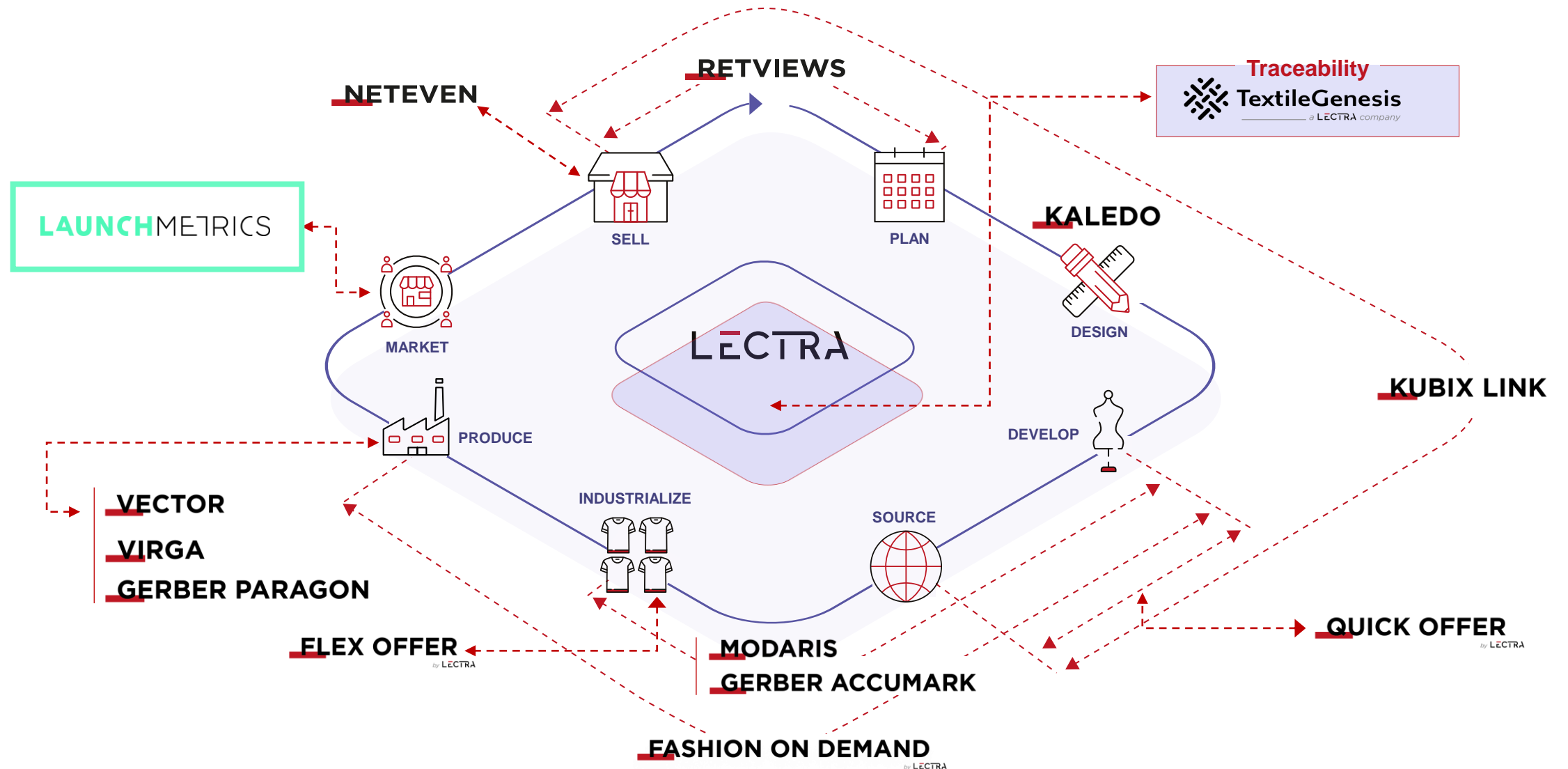
a LECTRA company

#### STRENGTH

- **Unrivalled mastery of data and strong expertise in AI**
- **Specialized in Fashion, with prestigious customers**
- **Technological know-how and innovation at the heart of the DNA**
- **Premium positioning and customer-centric approach**
- **International and established presence**

# Acquisition of Launchmetrics

Lectra has an unmatched offer for the Fashion industry



- Who is Lectra?
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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



Fashion industry players **must undertake far-reaching transformations** in their distribution networks and supply chains, **taking into account Corporate Social Responsibility (CSR) issues**, and the continuous adjustment of their product range and positioning strategies.

### Automotive



Automotive suppliers face major challenges induced by macroeconomic and geopolitical events. To remain competitive, suppliers have to **boost the performance of their production tools and optimize material consumption**.

### Furniture

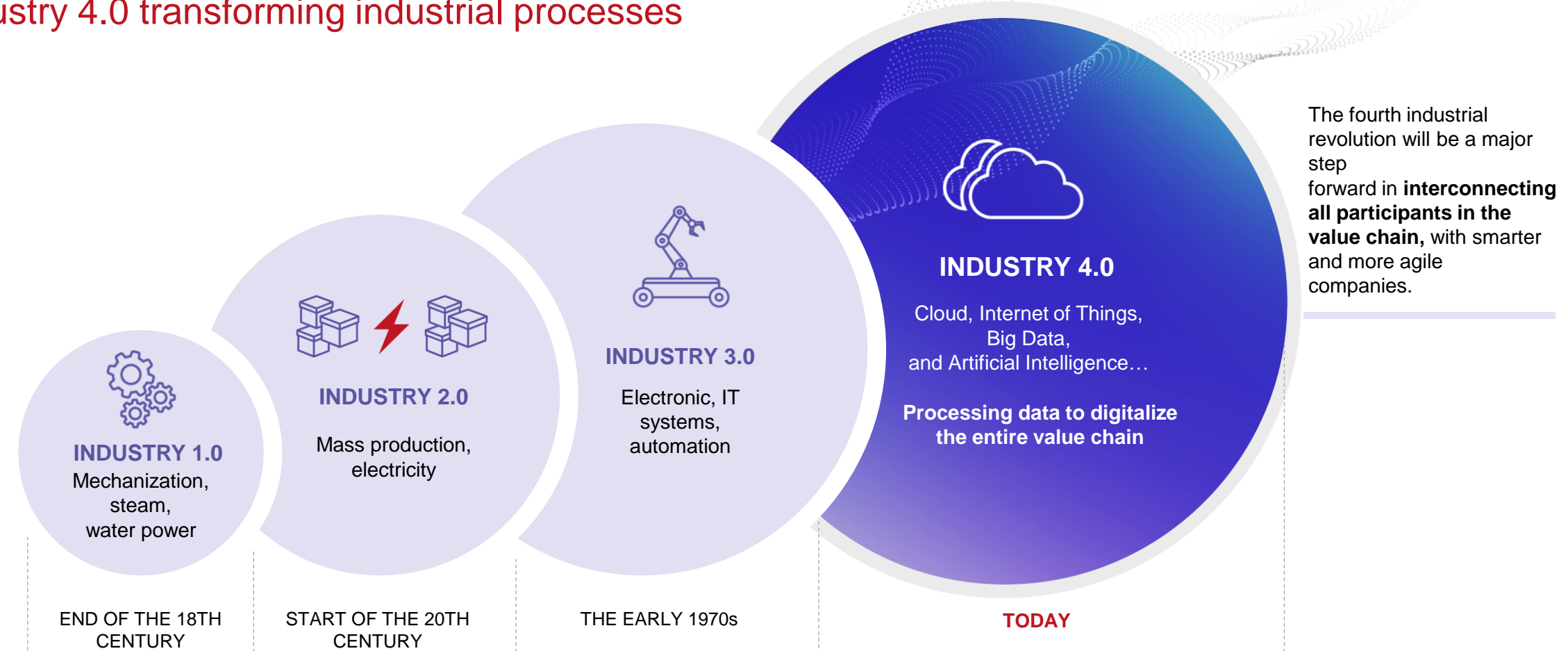


Furniture industry players are continuing to modernize, digitize and automate their industrial facilities, while also **transforming their production methods and processes** to give greater priority to on-demand production.



# Reminder of the Lectra 4.0 strategy

## Industry 4.0 transforming industrial processes

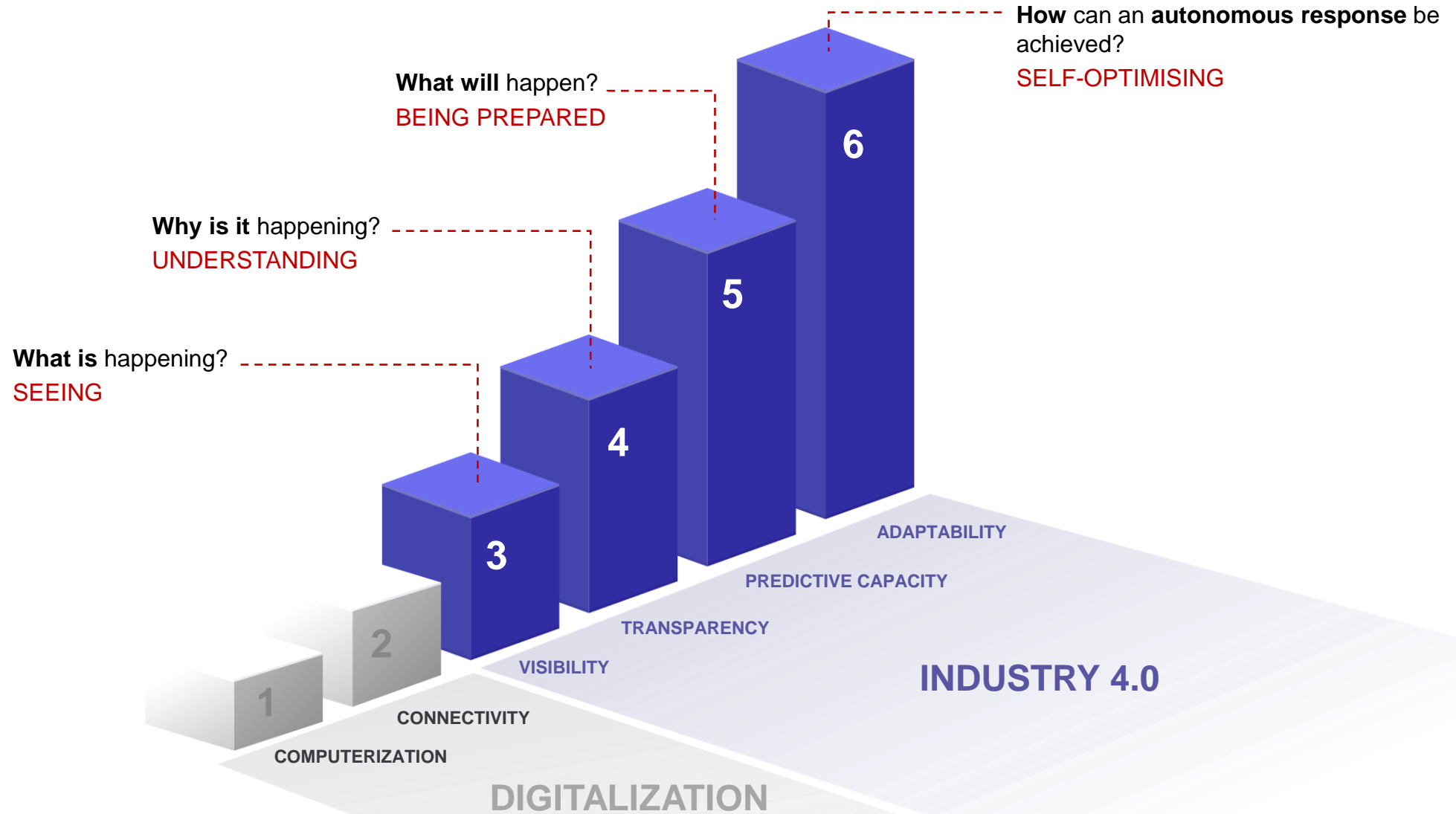


### ACCELERATING ADOPTION OF KEY INDUSTRY 4.0 TECHNOLOGIES

The COVID-19 crisis, and its impact on consumer habits and ecosystems, are **accelerating the digitalization of processes in product value chains.**

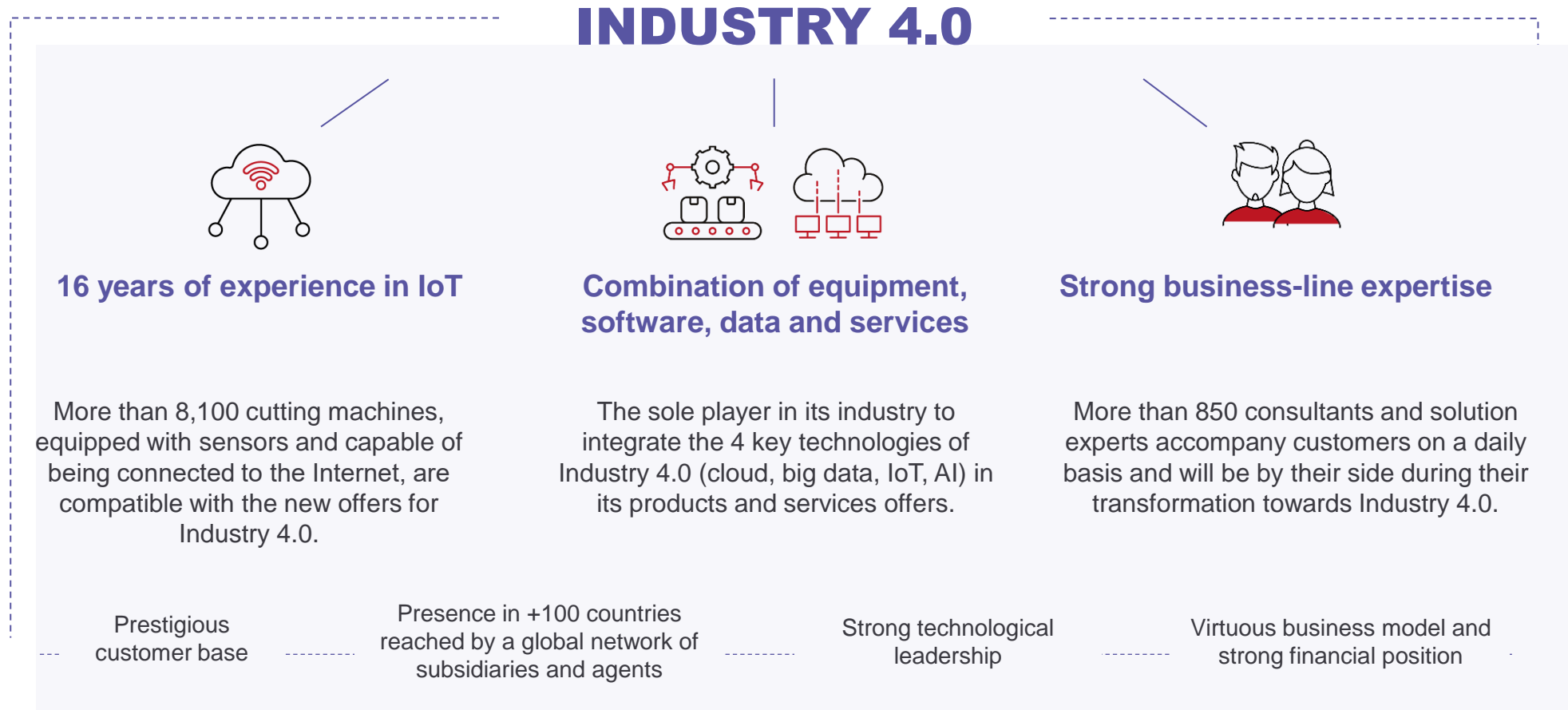
# Reminder of the Lectra 4.0 strategy

Six key steps to exploit the full potential of Industry 4.0



# Reminder of the Lectra 4.0 strategy

Lectra has all the necessary assets to become a key Industry 4.0 player



# Reminder of the Lectra 4.0 strategy

## Industry 4.0 serving Corporate Social Responsibility (CSR)

### 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 around*

### 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 CSR

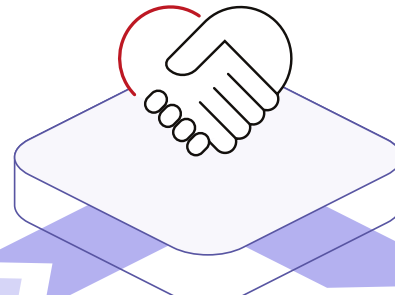
## Premium positioning

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



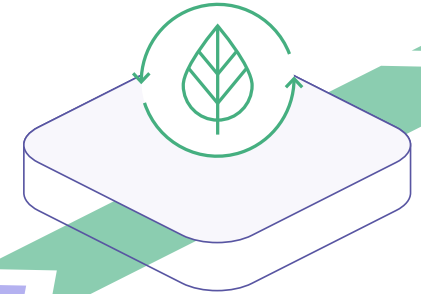
## Customers at the heart of the activities

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



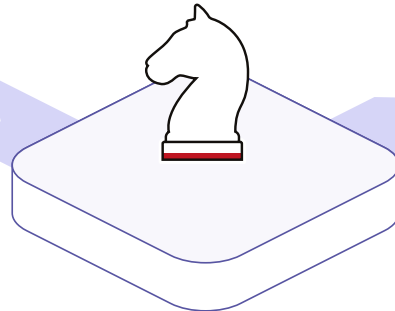
## A committed CSR policy

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



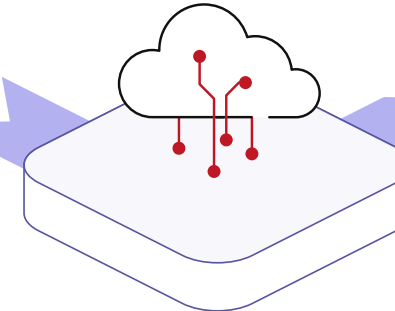
## Focus on three strategic market sectors

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.

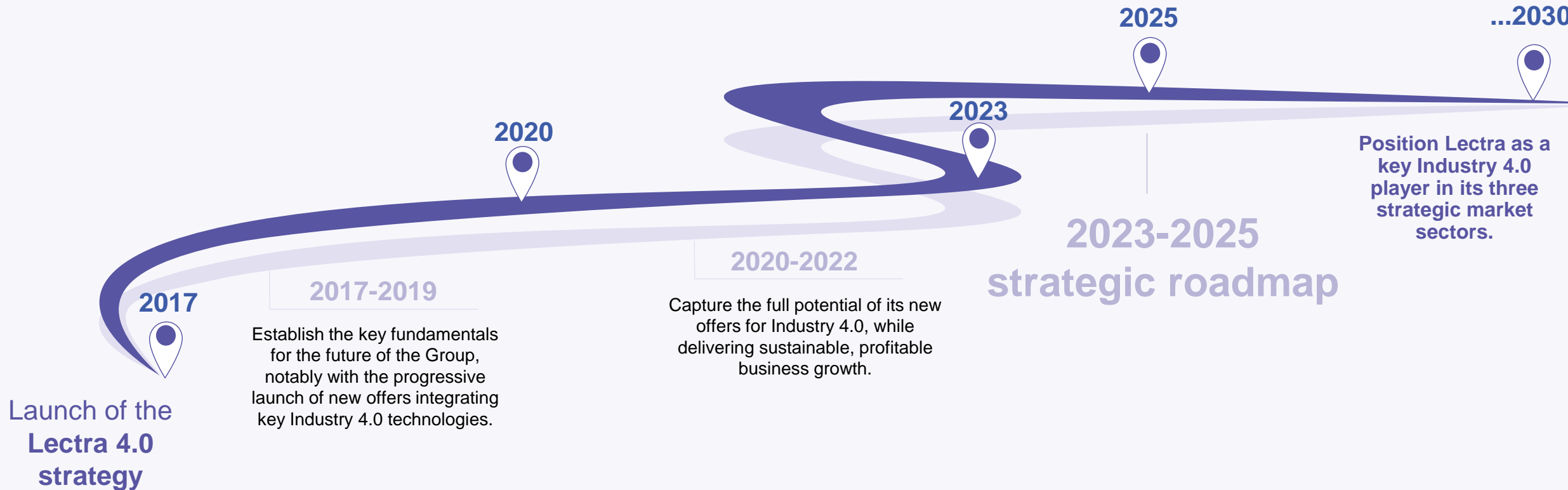




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# 2023-2025 strategic roadmap

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

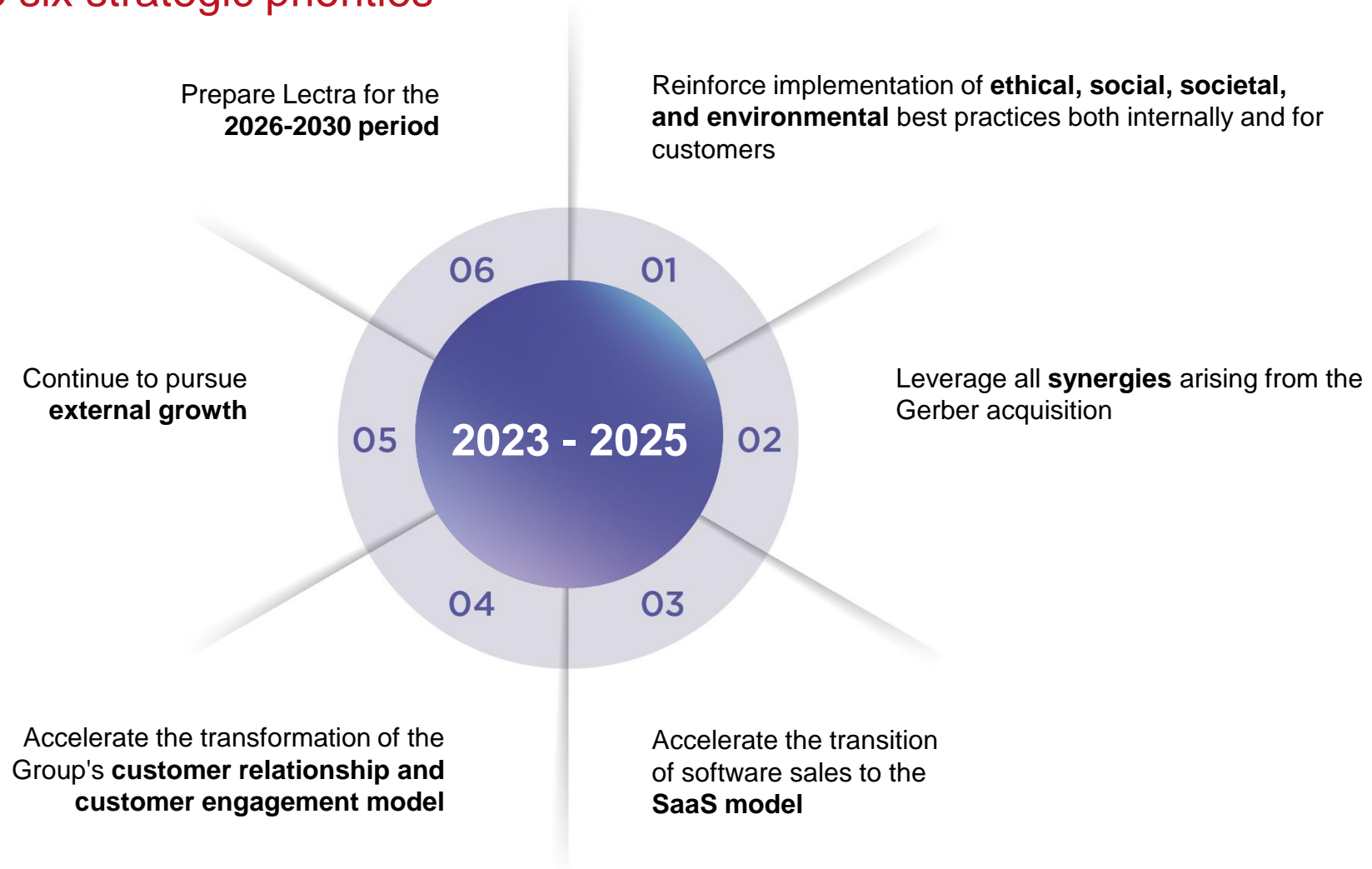
## INDUSTRY 4.0

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 in 2023.

# 2023-2025 strategic roadmap

Enable the Group to sustain growth while meeting the expectations of internal and external stakeholders

## 01

Reinforce the implementation of CSR best practices

*Lectra's CSR policy enter into the objectives to make a positive impact on society, help customers to become more socially responsible and sustainable, and cultivate a work environment where employees can thrive while adhering to high ethical standards.*

Lectra has 12 commitments divided into five major CSR action areas

- **Respect the highest ethical standards**
- **Design eco-responsible offers**
- **Promote an inclusive, diverse and vibrant work culture**
- **Reduce the environmental footprint of its activities**
- **Provide support for the next generation**





Maximize the impact of synergies to drive growth and profitability

## 02

Leverage synergies coming from the acquisition of Gerber

*With this acquisition, Lectra's fundamentals such as its rich, robust, advanced experience in the key technologies of Industry 4.0, its worldwide presence, its leadership and business model have all been strengthened.*

Despite the macroeconomic and geopolitical context, the Group will continue to leverage many synergies coming from the acquisition of Gerber

- Leverage the potential of the **expanded installed base**

- Launch **new joint offers**



- Unify **R&D efforts**

- Reorganize **industrial operations** around three sites

- Bordeaux – Cestas (France)
- Tolland (United States)
- Shanghai (China)

# 2023-2025 strategic roadmap

Strengthen market penetration of software offers sold in SaaS mode and facilitate the progressive selling strategy

## 03

Accelerate software sales in SaaS mode

*New software offers launched after 2018 and those from the acquisitions of Kubix Link, Retviews, Neteven, TextileGenesis, and Launchmetrics are only sold in SaaS mode.*

Revenues from software subscriptions



- **Increase sales and marketing programs** to encourage customers to adopt or migrate to these offers
- **Intensify prospecting actions**
- **Accelerate R&D investments** to upgrade current offers and progressively launch new solutions

# 2023-2025 strategic roadmap

Increase customer commitment, and maximize recurring revenues per customer

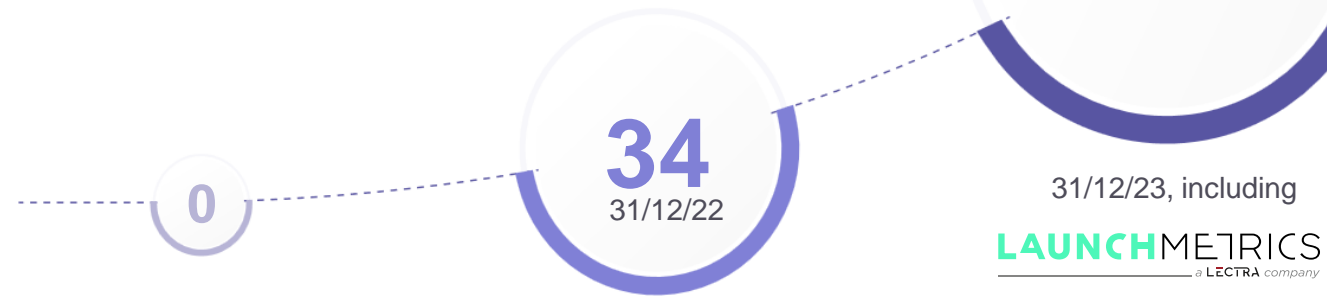
LECTRA

## 04

Adapt the customer relationship and engagement model

*With the change in the Group's dimension and the enrichment of its product portfolio, the customer engagement and customer relationship model will continue to evolve.*

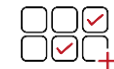
Increase in the number of **customer success managers**



**Increase customer satisfaction and loyalty,** throughout their journey with Lectra



**Continue to increase the number of customer success managers** to support a growing number of customers



**Adjust the responsibilities of some sales teams** to focus more time on prospecting actions

Access additional growth drivers in the long-term

## 05

Pursue external growth

*Since 2018, Lectra made 8 acquisitions: Kubix Lab, Retviews, Gerber, Neteven, Gemini, Glengo Teknoloji's business assets, TextileGenesis, and Launchmetrics.*

Lectra is significantly expanding its activities in the fashion sector and thus strengthening its position as a key player in Industry 4.0



Privileges companies (mainly start-ups) that could **complete Lectra's range of products**



**Build new expertise** in areas beyond its core fashion operations

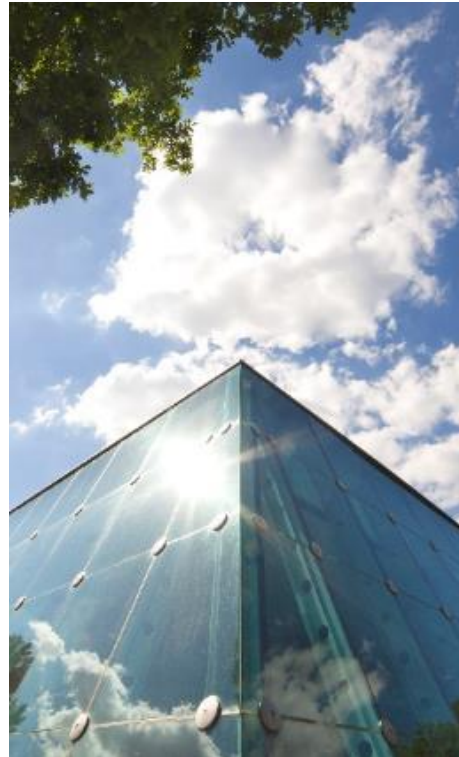
# 2023-2025 strategic roadmap

Concentrate efforts on the most promising activities going forward

## 06

Prepare Lectra for  
post-2025

*Enable the Group to achieve more rapidly and more efficiently its position as an indispensable player in Industry 4.0 in all three strategic market sectors.*



- **Develop new solutions** that will be available starting 2026

### 10%

of 2023-2025 revenues will be invested in R&D over the next few years\*

- **Progressively phase out certain non-strategic activities**, which accounted for less than 5% of the Group's revenues
- **Formally set out the next steps in the evolution of the Group's governance**

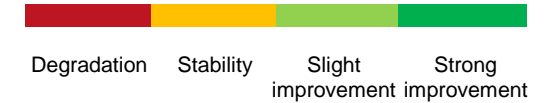
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# 2024 and 2025 outlook

## Persistent challenges in an environment that remains uncertain

Situation at the beginning of 2024 vs 2023



**Geopolitical tensions**

**Decline in global demand**

**Strong increase in interest rates / heavily reduced access to loans for companies**

**Persistent high inflation / increase in energy prices**

**Uncertainty regarding the growth of the world's main economies**

# 2024 and 2025 outlook

## New 2025 financial objectives

### 2025 objectives

#### REVENUES

**€600+m**

of which €400+m  
recurring revenues

#### SAAS REVENUES

**€90+m**

#### EBITDA MARGIN BEFORE NON-RECURRING ITEMS

**20+%**

### 2024 objectives

#### Revenues

2023 Lectra scope<sup>1</sup>

**€480m to €530m**

+2% to +12%

#### EBITDA

before non-recurring items

**€85m to €107m**

+10% to +40%

#### Revenues

Launchmetrics  
From January 23 to December 31

**€42m to €46m**

#### EBITDA margin

before non-recurring items

**15+%**

All scenarios were prepared on the basis of the closing exchange rates on December 29, 2023, particularly \$1,10 / €1.

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## Fashion: resilience and uncertainty



Source: McKinsey & Company, December 2023

### 2023

Weak consumption, persistent inflation and heightened geopolitical tensions

- Growth (mainly related to price increases)

**+2% to +4%**

of which Luxury +5% to +7%

- Inventory clearance impacting production volumes and margins
- Companies with very different situations depending on the segment and business models

### Q4

- Continued growth in the luxury sector, despite Q3 warnings
- Red Sea tensions

### 2024 outlook

Output growth amid continued uncertainty

- Expected gradual end of overstocking
- Fragile consumer confidence
- Freight pressure impacting deadlines and costs
- Increased sustainability requirements driving further market polarization (winners vs losers)

## Automotive: back to normal

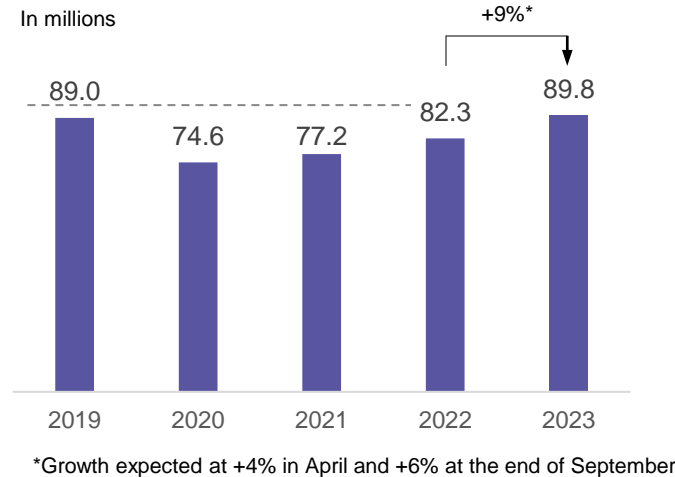


Source: S&P Global, December 2023

### 2023

#### Better-than-expected growth

Global production of light vehicles



### Q4

- Rebound in production, mainly driven by China
- Impact of strikes in the United States
- Tensions over certain supplies in Europe

### 2024 outlook

#### Stability expected

- Uncertainties in consumer demand, still affected by inflation and credit conditions
- Strong development of electric vehicles, especially in China
- Increased need to create a resilient, circular and sustainable supply chain

## Furniture: difficult context and lack of visibility



Source: CSIL, June 2023

### 2023

#### Weak demand

- Mass market segment affected more than premium and luxury segments
- **China:** after a sharp drop in production in 2022, the slight growth in local consumption was not enough to compensate for the drop in demand from abroad
- **United States:** high inventory levels and bankruptcies of major players
- **Europe:** falling demand, unstable employment, store closures, etc.

### Q4

- First signs of a possible end to the crisis in China and the United States

### 2024 outlook

#### A situation that is still mixed

- Evolution of processes to favor production on demand
- Lack of visibility on sales levels
- Need for rationalizing the supply chain

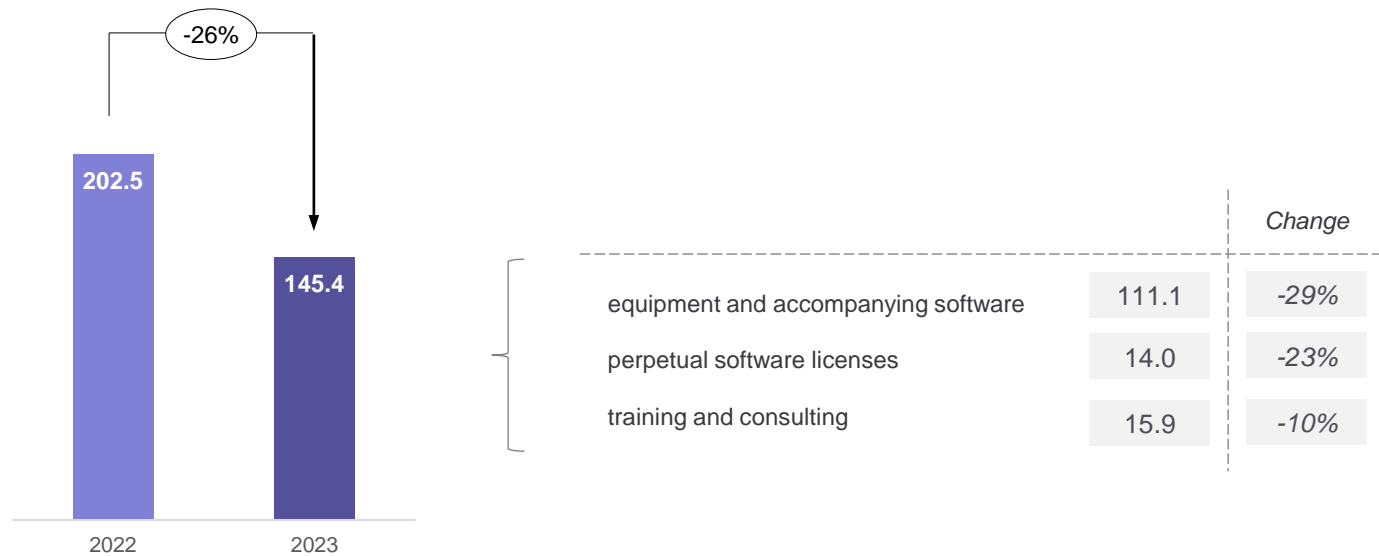


Decline in orders for perpetual software licenses, equipment and accompanying software, and non-recurring services

Strong growth in orders for new software subscriptions

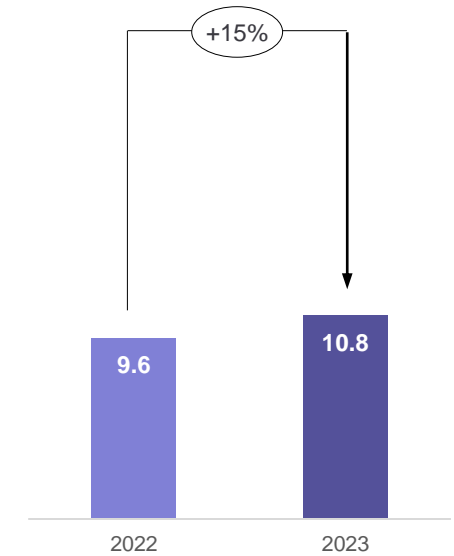
## Orders for perpetual software licenses, equipment and accompanying software, and non-recurring services

*In millions of euros*



## New software subscription orders

*In millions of euros, annual value of new contracts*

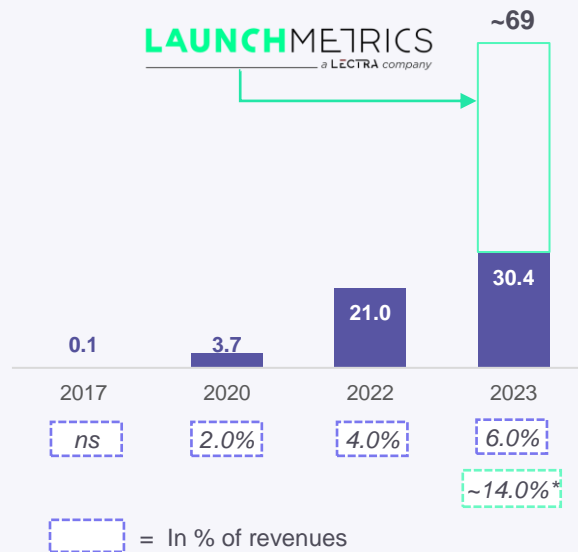


# Appendices – 2023 results

The acceleration of SaaS software sales has once again been confirmed

## Revenues from software subscriptions

In millions of euros



Customers having  
subscribed to one or several  
offers in SaaS mode



**2,900+**  
31/12/2023  
of which 1,700  
LAUNCHMETRICS  
a LECTRA company

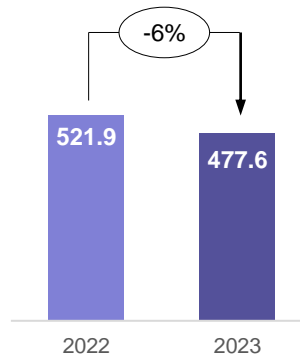
**1,000+** 31/12/2022

# Appendices – 2023 results

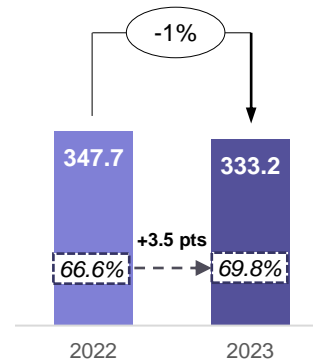
## Decline in revenues and EBITDA before non-recurring items

In millions of euros

### Revenues

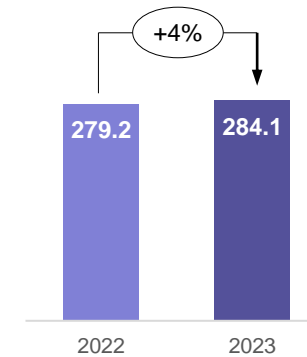


### Gross profit



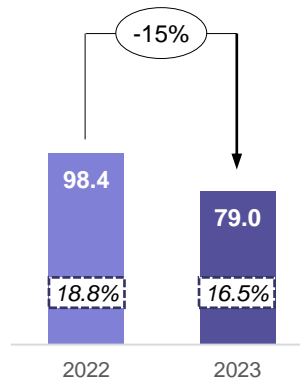
### Overhead costs

(fixed and variable)



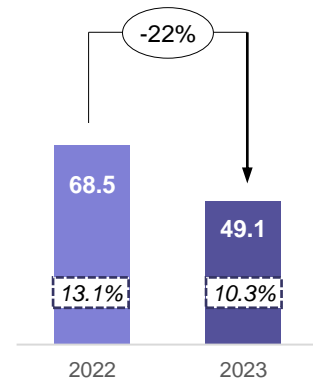
### EBITDA

before non-recurring items

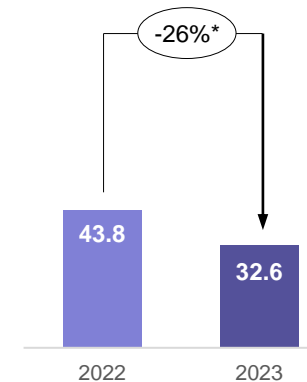


### Income from operations

before non-recurring items



### Net income

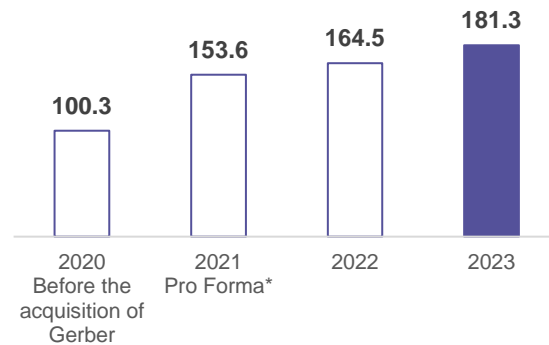


\*at actual rates

## Improvement in the fundamentals of the Group's business model

### Evolution of the recurring contracts revenues

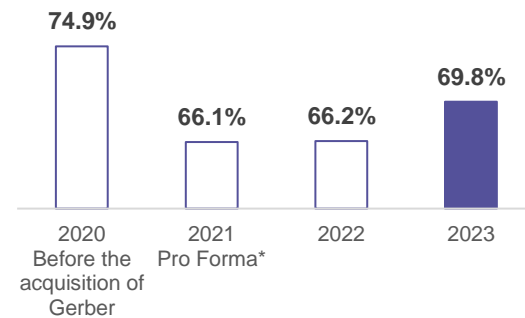
In millions of euros, at 2023 exchange rates (1.08 \$ / 1 €)



The acquisition of Gerber enabled the Group to increase its recurring contract revenues by €53.3m in 2021. Thanks notably to the synergies coming from this acquisition, they then increased by €27.7m (+18%) between 2021 and 2023.

### Evolution of the gross profit margin

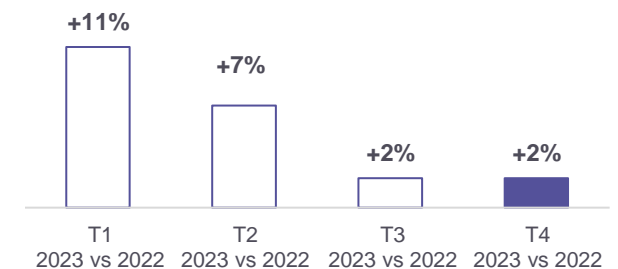
In % of revenues, at 2023 exchange rates (1.08 \$ / 1 €)



Gerber's gross profit margin was significantly lower than Lectra's prior to the acquisition. The overall gross margin increased by 3.7 percentage points between 2021 and 2023, which, compared to 2023 revenues, translates into €18m of additional gross margin.

### Evolution of the fixed overhead costs

Like-for-like



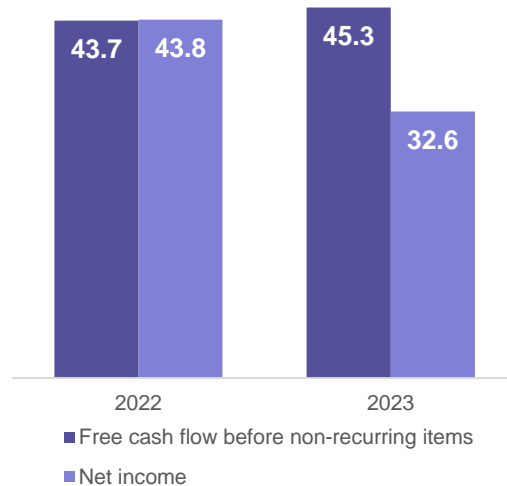
The measures taken to reduce certain overhead costs have helped to lower their quarterly growth, relative to 2022, from 11% in Q1 to 2% in Q3 and Q4.

These improvements, many of which can be considered permanent, will have a positive impact on the Group's earnings growth, in addition to the positive impact of the rebound in new system orders.

# Appendices – 2023 results

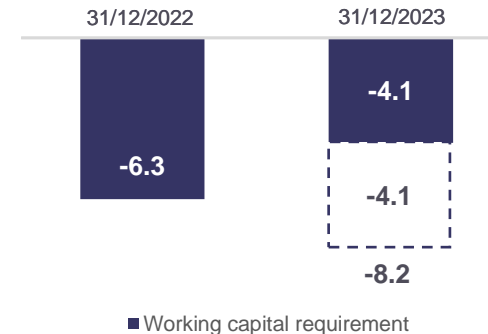
## Strong generation of free cash flow, negative working capital requirement

*In millions of euros*



Free cash flow before non-recurring items totaled €45.3m (€43.7m in 2022). It is €12.7m higher than net income.

After disbursement of €2.9m in respect of non-recurring charges, free cash flow amounted to €42.4m (€40.3m in 2022 after non-recurring disbursements of €3.4m).



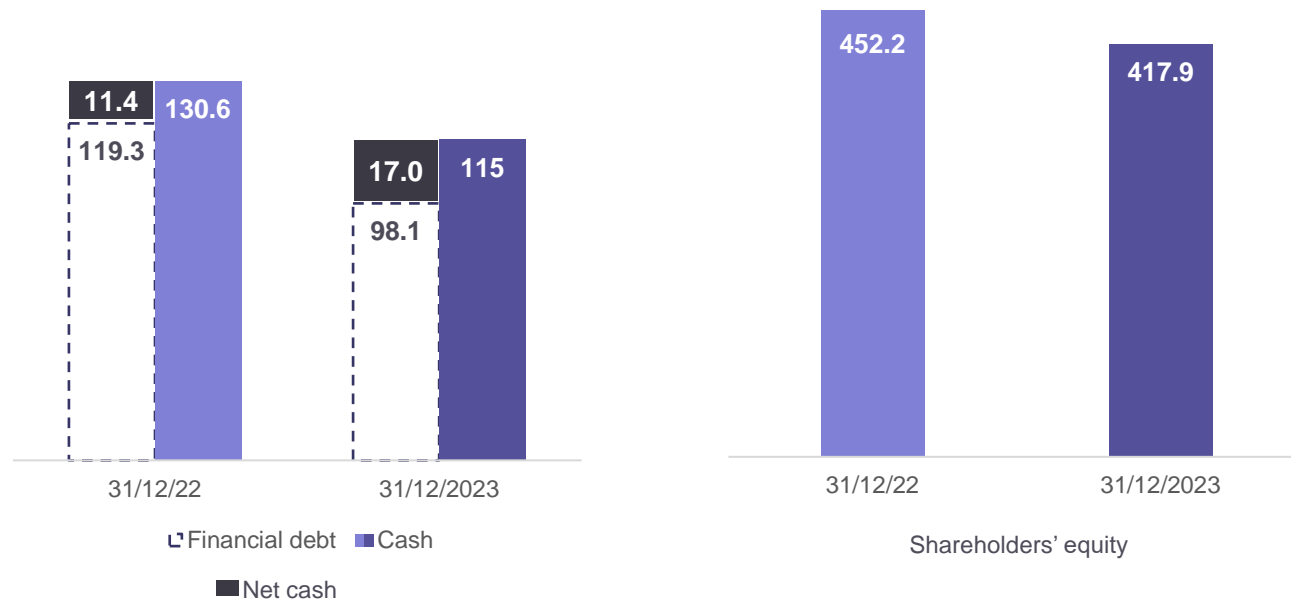
The working capital requirement at December 31, 2023, is negative €8.2m (-€6.3m in 2022) before taking into account the purchase of inventories of the company VDL, in connection with the insourcing of the production in China, for an amount of €4.1m.

# Appendices – 2023 results

A particularly robust balance sheet with a positive net cash position

## Balance sheet

*In millions of euros*



Throughout 2023, the Company paid out:

- €15.2m in respect of the acquisition of the majority of the capital of TextileGenesis ;
- €18.1m in respect of dividends for fiscal year 2022.





**TextileGenesis**  
a LECTRA company

of fashion executives believe sustainability regulations will impact their business in 2024

The screenshot displays the TextileGenesis TRACEABILITY MAP. The main area is a world map with a complex network of lines connecting various geographical locations, representing the supply chain. On the right side, there is a sidebar with the following elements:

- SLOW MAP** and **SCOPE 3 EMISSIONS** tabs.
- Filters for **Product manufacturer** (set to All) and **Garment type** (set to All).
- Statistics:
  - 24732** Planned pieces issued (with a leaf icon).
  - 46** Garment bags returned (with a bag icon).
- A bar chart titled **PRODUCTION COUNTRIES PER GARMENT SKU** showing the number of production countries for each year from 2017 to 2020. The data is as follows:
 

Year	Number of production countries
2017	10
2018	15
2019	25
2020	10
- An **EXPORT** button at the bottom.

At the bottom of the map, a legend identifies the following stages and locations:

- Palm: Raw/pulp material source
- Fiber producer
- Spinner
- Fiber mill
- Plantation producer
- Raw wool (Wool) producer
- Tinning mill
- Yarner
- Spinning and twisting
- Tissue and accessories
- Garment assembler

Lectra - Company Background &amp; Strategy