

Company Background and Strategy

May 2026



Agenda

01 Who is Lectra?

02 The Lectra 4.0 strategy

03 2026-2028 strategic roadmap

04 Medium-term outlook

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01 Who is Lectra?

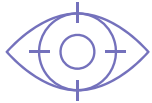
02 The Lectra 4.0 strategy

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Who is Lectra?

WE PIONEER. YOU LEAD.



Vision

Big things happen when we connect.



Purpose

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



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

~2,900

2025 REVENUES

€506.7 million / 75% of which comes from recurring revenues
€97.2 million of ARR¹

2025 EBITDA
before non recurring items

€79.7 million
15.7% of Revenues

NET DEBT¹

€21.3 million

WORKING CAPITAL
REQUIREMENT¹

-€39.7 million

2025 FREE CASH FLOW

€53.9 million

2025 SECURITY RATIO²

96%

¹As of December 31, 2025

²Percentage 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.

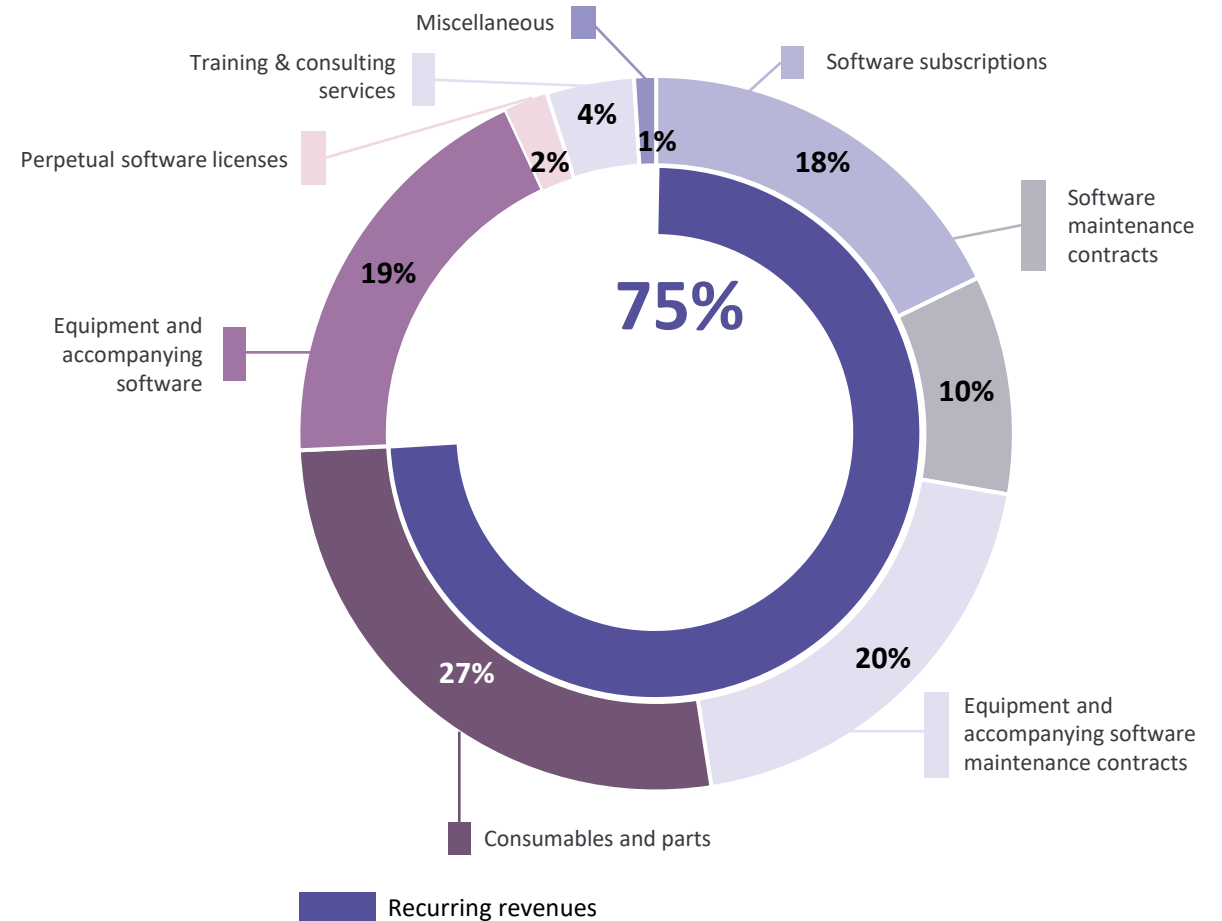
2

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 2025 revenues



Who is Lectra?

More than 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

Revenues split by market¹



Fashion

- Brands
- Manufacturers
- Retailers



55%




Automotive

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




28%




Furniture

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




6%



Other Industries

- Sign & graphics
- Aeronautic
- Marine

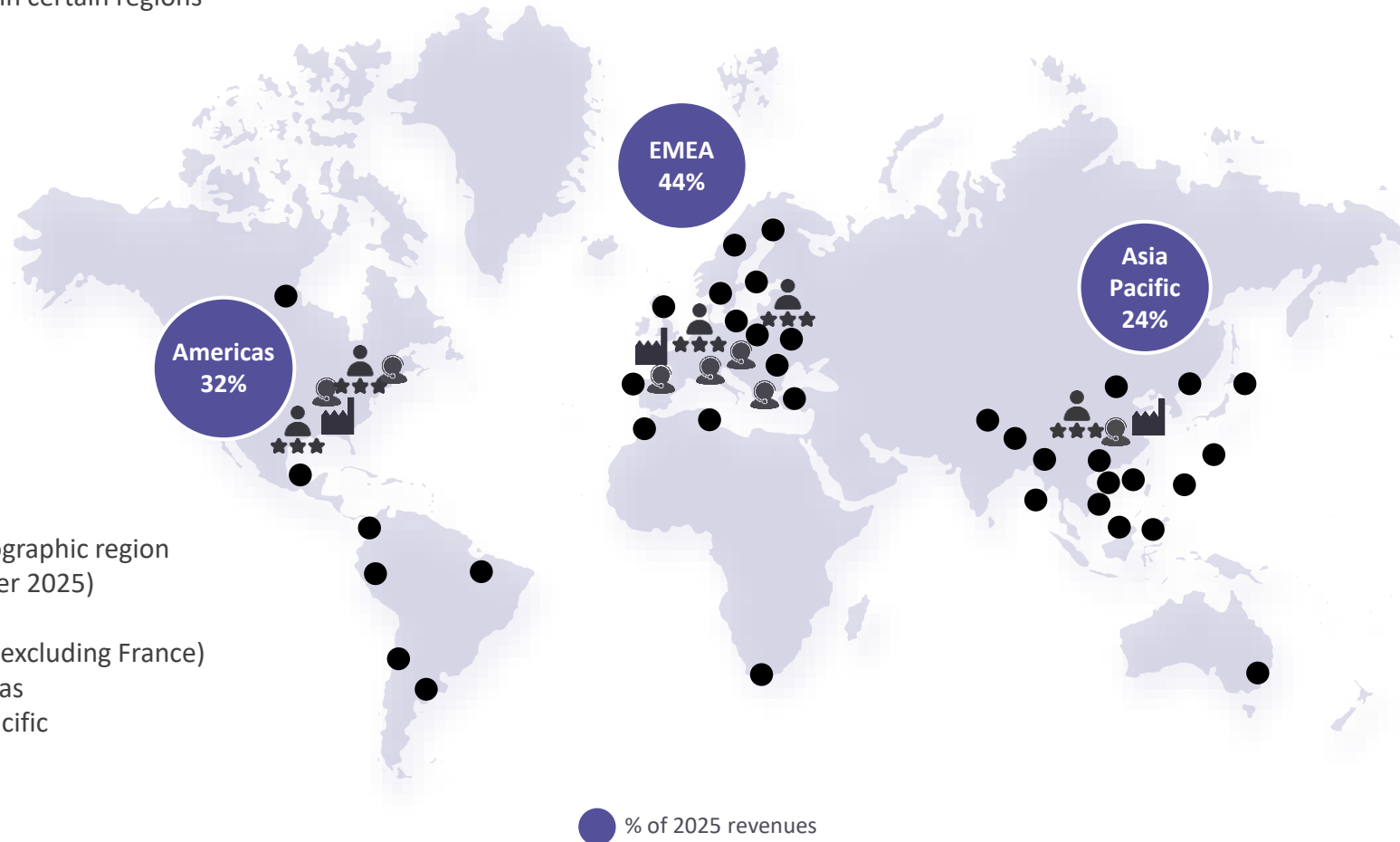


11%

Who is Lectra?

A unique worldwide presence

Lectra generates **93% 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 2025)

- 34 % in France
- 35 % in EMEA (excluding France)
- 14 % 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

67% Board independence



Daniel Harari
Chairman and
Chief Executive Officer



Nathalie Rossiensky
Lead Director



Céline Abecassis-Moedas



Karine Calvet



Christophe Gégout



Pierre-Yves Roussel



Fiorangelo Salvatorelli



Jérôme Viala



Hélène Viot Poirier



Daniel Harari
Chairman and
Chief Executive Officer

Executive Committee



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

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A clear VISION towards 2030



2017

2017

Launch of the
Lectra 4.0 strategy

We are here

2026

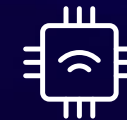
2030

LECTRA

“Big things happen when we connect”



AI/GenAI



IoT



Cloud



Big Data

The Lectra 4.0 strategy

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**.



Premium
positioning



Focus on
3 strategic market
sectors



Customer
at the heart of
the activity



New
4.0 Services



A committed
Sustainability
policy


A world of structural shifts: challenges creating opportunity

Deep changes reshaping how industrial value chains operate accelerating demand for connected, automated and data-driven operations

Industry 4.0 technologies

AI/GenAI IoT Cloud Big Data

Artificial intelligence is emerging as a major driver of transformation



Global uncertainty is the new norm: geopolitical tensions, trade barriers, volatile raw material costs, ...



Specific challenges per market sector

Growing need for agile, resilient and efficient operations across fashion, automotive and furniture value chains

MAIN CHALLENGES

LECTRA VALUE



Fashion

- Unpredictable demand**, constantly-changing consumer habits
- Ultra fast-fashion** redefining traditional product development and production cycles
- Traceability, eco-design and environmental responsibility** forcing companies to master their supply chains

Create a responsible, profitable, agile and market driven value chain



Automotive

- Rise of electric vehicles** disrupting established brands
- Chinese ecosystem** challenging the dominance of leading historical players
- Growing complexity** of vehicle models, leading to major industrial and logistical challenges

Achieve operational excellence and maximize profitability



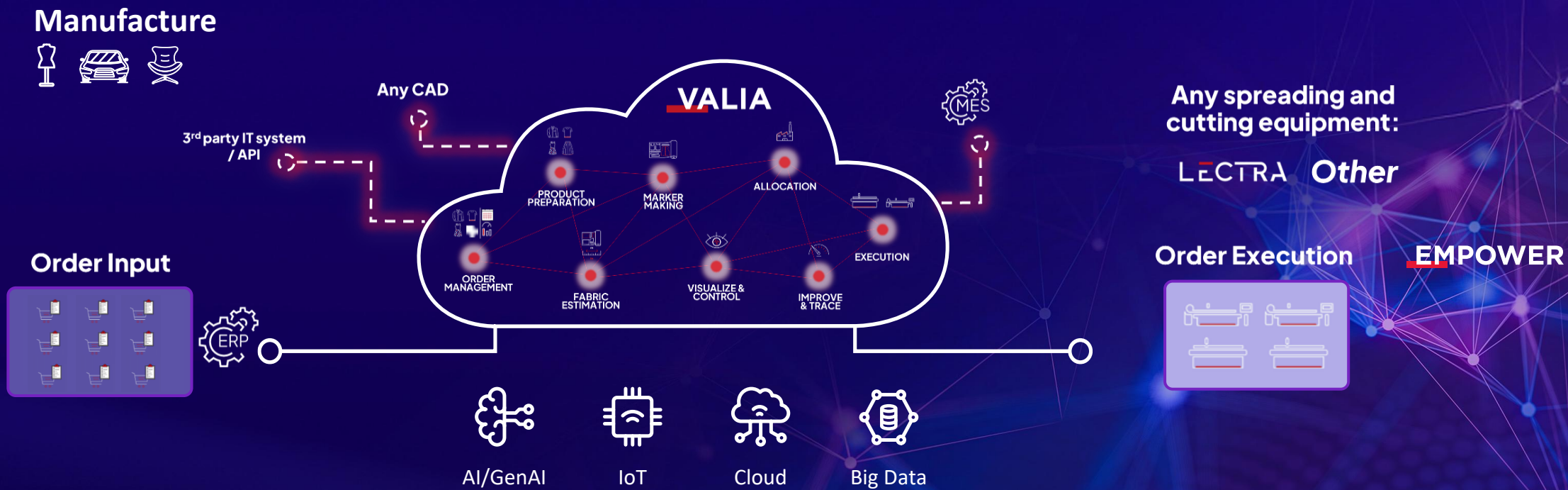
Furniture

- Digitalizing processes** that today still rely heavily on human intervention
- Growing diversity** of products, materials, and sales channels
- Contrasting geographical trends** driven by economic uncertainty and real-estate market conditions

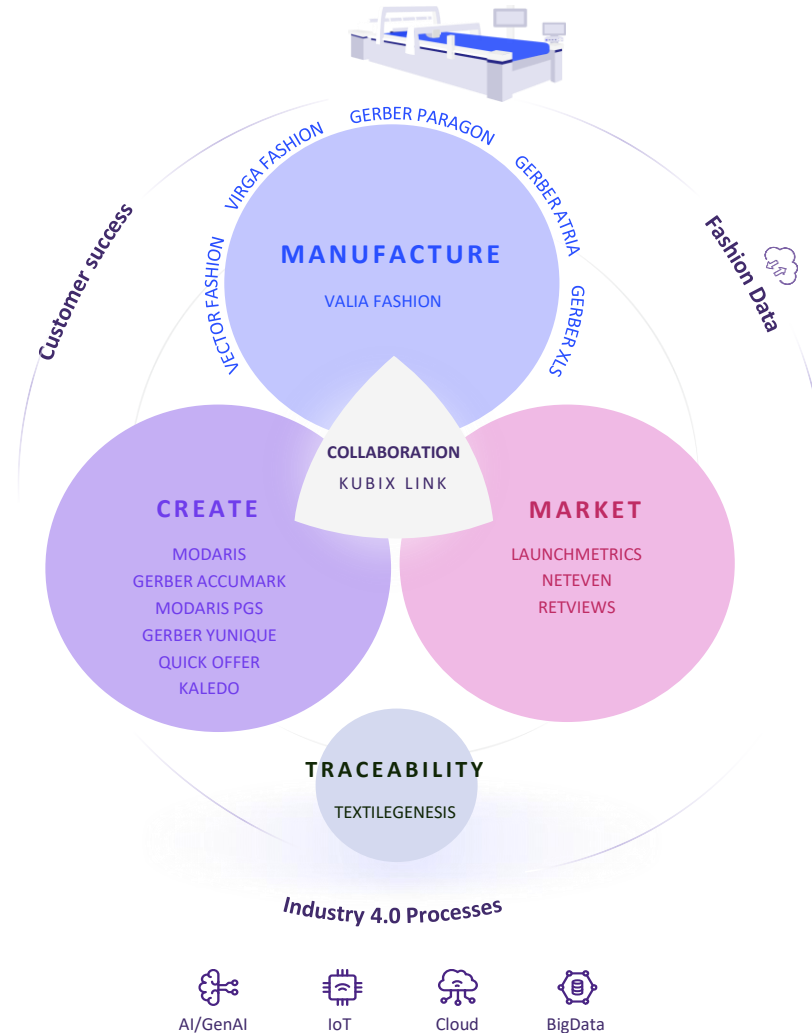
Automate production flows and manage complexity



A unique and revolutionary offer for Manufacturing in the era of Industry 4.0, supported by Valia



An extended, fashion-dedicated offer connecting all actors, processes and data for greater speed and agility



- A unique SaaS portfolio combining **Kubix Link, Launchmetrics, Neteven, Retviews, TextileGenesis, and Valia Fashion** with historical CAD and cutting solutions
- Supporting customers across all key stages - from **creation** to **manufacturing** and **go-to-market** - while enabling **collaboration** and full **traceability**
- A SaaS-led entry strategy enabling **strong cross-sell and upsell** to grow recurring revenues per customer

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**



With an overall **ecovadis** score of 70/100, the Group ranks among the **top 10%** of companies worldwide and the **top 4%** within its industry

One of France's 27 **Best Managed Companies** by **Deloitte** in 2025 — for the 4th year in a row

Lectra awarded **Gold-level recognition** by **EthiFinance** ESG Ratings 2024, with a strong rise to 79/100 (+5 pts vs. 2023)

- **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

*a set of values and practices shaping the company's culture and guiding its responsible growth

Lectra today: a solid, global, resilient leader ready for the next chapter



Presence in **+100 countries** & prestigious **customer base**



Customer Success at core: +800 people dedicated accompany customers daily



Strong **technological leadership**



Unique offer in line with customer needs



Leading the way in **sustainability** and **compliance**

Lectra is in an unrivalled position:
industrial expertise coupled with **SaaS**
to drive performance

Virtuous business model and strong financial position

€97.2m of ARR

*At actual rates
December 31, 2025*

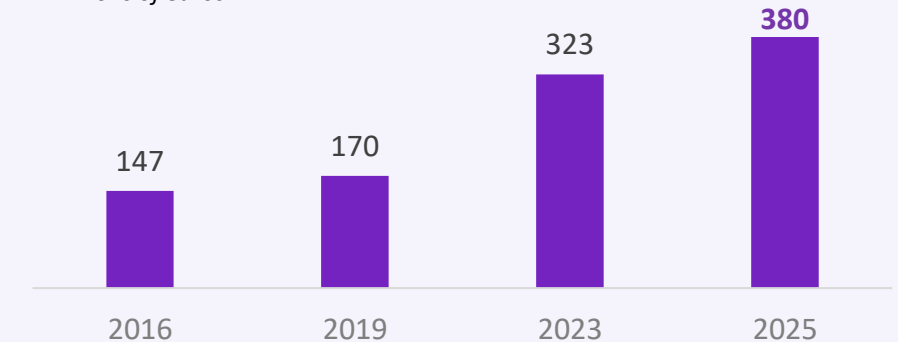
vs

€0m

December 31, 2016

Recurring revenues

in millions of euros



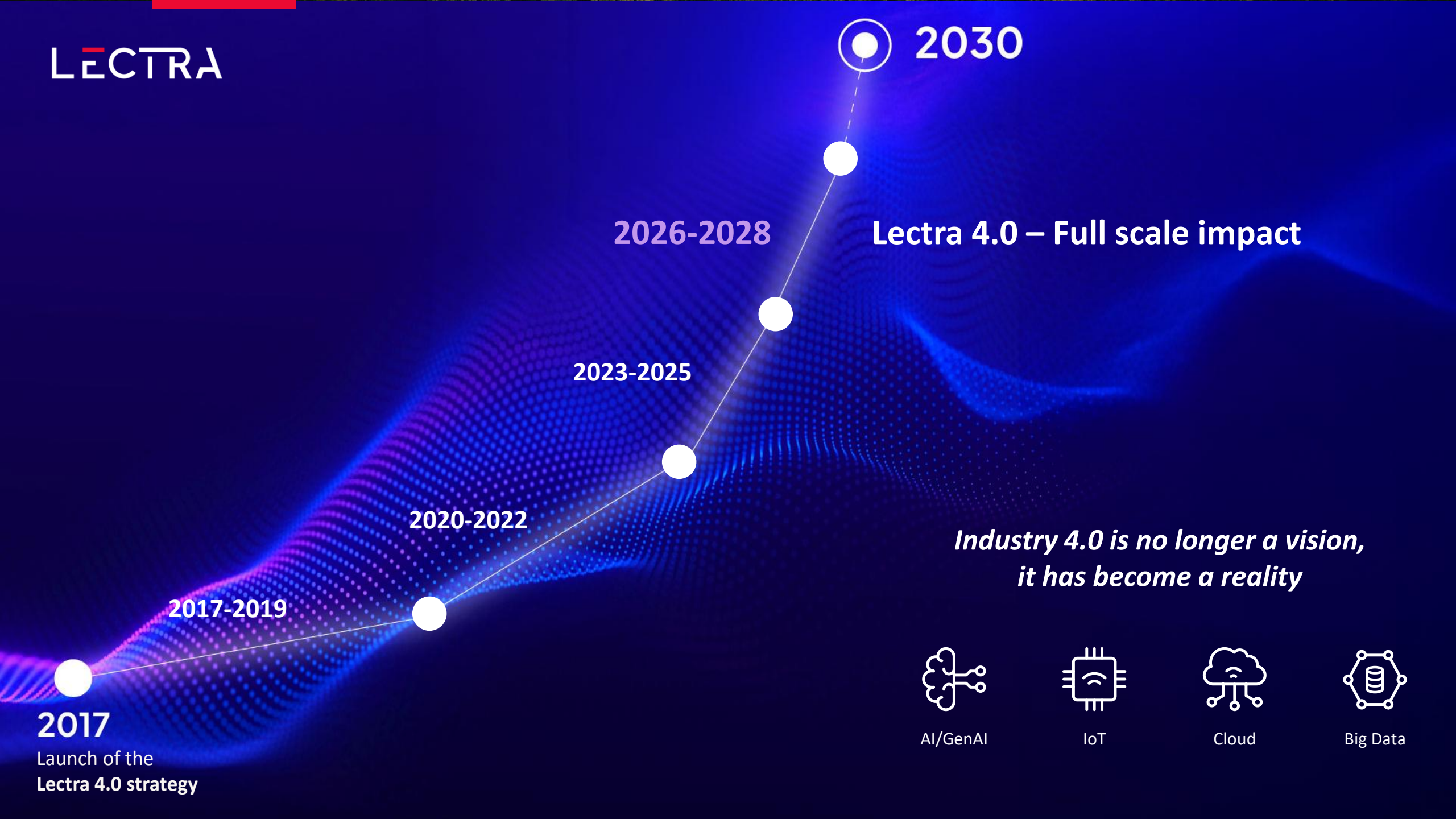
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2017

Launch of the
Lectra 4.0 strategy

2017-2019

2020-2022

2023-2025

2026-2028

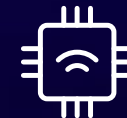
2030

Lectra 4.0 – Full scale impact

*Industry 4.0 is no longer a vision,
it has become a reality*



AI/GenAI



IoT



Cloud

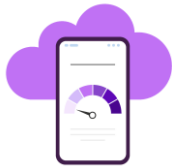


Big Data

Three clear priorities driving Lectra's next chapter



1 Position **Valia at the forefront** of the *Manufacture* offer



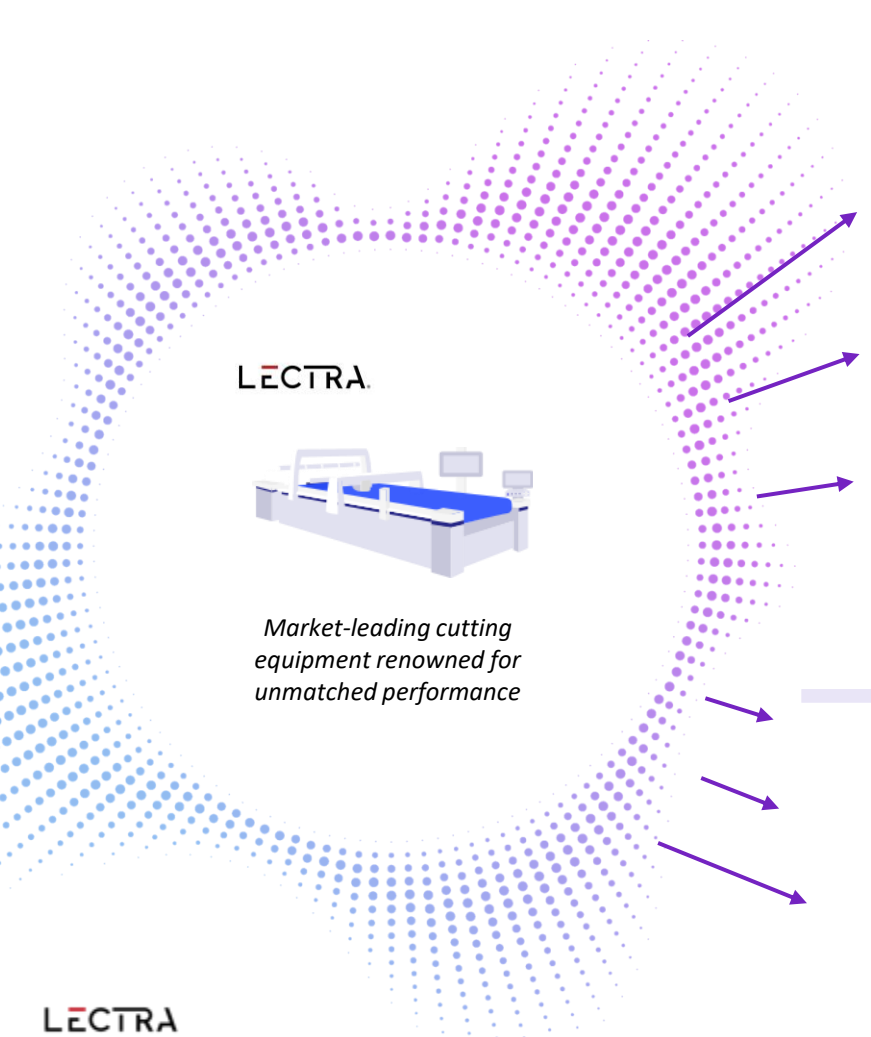
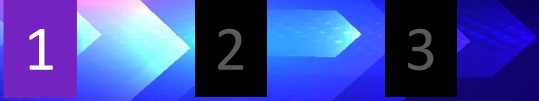
2 Scale the **SaaS business**



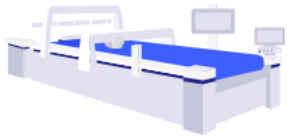
3 Boost **operational excellence** to accelerate growth



Manufacturing revolution, powered by Valia



LECTRA



Market-leading cutting equipment renowned for unmatched performance

VALIA

Valia can **immediately optimize the performance** of cutting rooms while supporting their **gradual modernization**

~70 customers already using Valia

Strong upsell and upgrade opportunity

9,000+ Lectra connected equipment

5,000+ Lectra older generation equipment

+ Others non-Lectra

Natural upgrade path for 700+ Digital Cutting Platform, Flex and Quick customers

5,000+ on-contract customers using Lectra software to upgrade towards Valia

EMPOWER

Outcome-based, digital service model, turning equipment usage into measurable industrial performance

Drives **recurring revenue growth** and multi-year engagement



How industry leaders revolutionize manufacturing with Lectra



"Lectra is #1 in the industry. They're the best and truly committed to my business — delivering solutions tailored to my needs and solving my problems."

Bob Phillips, CEO of Edgecombe Furniture



"Today, around 90% of our equipment comes from Lectra. They have been relentless in strengthening the capabilities of their cutting and spreading solutions, while continuously expanding the software ecosystem that allows us to truly industrialize innovation."



Shakthi Ranatunga, COO of MAS holding



"For 25 years, we have been supported by Lectra, which provides us with highly updated and innovative solutions that allow us to go further in the study of detail and greatly help our operators work in a smoother and certainly more efficient way."

Gabriele Ghetti, CEO of Gamma International



"With Algopex, we can monitor each plant in real time and react immediately whenever an issue arises, significantly reducing stoppages and interruptions. At any moment, we can check the performance of every line in every plant — simply from a mobile phone."

Alexandra Oliveira, Innovation Leader for Cut and Sew and Leather



Scale the SaaS business for predictable, recurring growth

1

2

3

- **Driving SaaS adoption** across the customer base
- Strengthening the **Go-to-Market model** to maximize efficiency, growth, and customer retention
- Leveraging **cross-solution data** to enhance customer value
- Building an **integrated, connected Fashion ecosystem** where brands and subcontractors collaborate around reliable data





Proven impact with Lectra's SaaS: trusted by industry leaders



"By partnering with TextileGenesis, we can transparently communicate the journey of our products from fiber to retail, building consumer trust and reinforcing our dedication to responsible sourcing practices."



Saskia Bloch,
Global Sustainability Director Fenix Outdoor



"Launchmetrics is everything that I look for in a PR solution... It helps me reach my objectives and keeps me accountable."



Justine Provent
Head of PR & Social Media, Fusalp



KUBIX LINK

"The solution has transformed the way we connect internal teams and suppliers, ensuring a seamless, structured workflow from virtual moodboards to final production."

Luigi Barra, Chief Operations Officer, Boggi Milano

VILMERS

VALIA



"We improved our efficiency at least by 30% comparing to the previous setup."

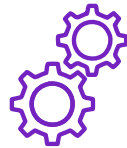
Ovidijus Jalonskis, CEO, Vilmers



Driving efficiency through standardization and simplification



Lectra builds on a **strong foundation of operational excellence** driven by continuous investment. This solid base enables Lectra to **accelerate performance, supporting the growing adoption of its solutions and strengthen the agility** for 2026-2028.



Standardization



SaaS

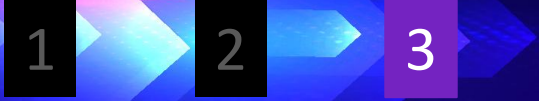


Focus

- **Harmonizing processes and applying common standards** throughout the Group, incl. recent acquisitions, to guarantee consistency, efficiency and synergies
- **Redesigning SaaS-related processes**, inspired by best practices (e.g. Launchmetrics)
- **Simplifying the offer portfolio** by phasing out non-strategic activities, mainly related to non-connected equipment and technologies, not compatible with Industry 4.0



Boosting productivity through innovation and automation



R&D

INVESTING IN ENHANCED INNOVATION, SYSTEMS AND CAPABILITIES



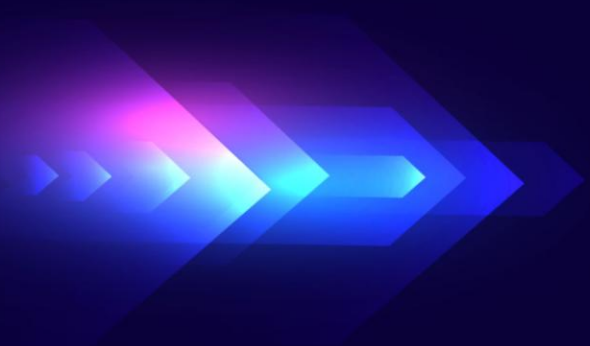
IT



AI/Automation

- **Maintaining high-level R&D investments** (~12% of annual revenues)
- **Increasing the integration of AI and big data** in solutions and continuing the regular renewal of equipment generations
- **Modernizing IT systems** with investments of ~€10M annual per year
- Increasing productivity and agility through **harmonized, Group-wide tools**
- **Developing internal AI capabilities** to automate low value-added, repetitive tasks, streamline processes and free up time for high value-added missions

By 2028, Lectra will fully deploy its digital and connected model to bring greater value to customers



2026-2028 PRIORITIES



1 Position **Valia** at the forefront of the *Manufacture* offer



2 Scale the **SaaS** business



3 Boost **operational excellence** to accelerate growth

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2026-2028 Financial objectives

15% ARR yearly growth,
contributing to
5% to 8% yearly growth of
recurring contract revenues

Continued
cost optimization

EBITDA margin: +120 to 180bps/year*

Security Ratio: +2-3 points/year
(>100% in 2028)

Targeted acquisition strategy

Attractive dividend policy
50% payout ratio

*In the event that equipment orders remain stable.

Any rebound –the timing and magnitude of which remain uncertain–
would represent an additional growth potential for revenue and EBITDA.

Like-for-like
Excluding non-recurring items

WE LIGHT THE PATH, FOR YOU TO LEAD THE WAY



LECTRA

We pioneer. You lead.

SOFTWARE | EQUIPMENT | DATA | SERVICES