

The logo for LECTRA, featuring the word in a white, sans-serif font with a red horizontal bar above the letter 'E'.

LECTRA

Financial results Q4 and FY 2024

Daniel Harari, *Chairman and CEO*

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

Olivier du Chesnay, *Chief Financial Officer*

- **2024 Key highlights and evolution of Lectra's markets**
- Q4 2024 results – Lectra 2023 scope
- FY 2024 results – Lectra 2023 scope
- Contribution of Launchmetrics
- Balance sheet and free cash flow – Lectra 2024 scope
- 2023-2025 strategic roadmap: second progress report
- 2025 Outlook

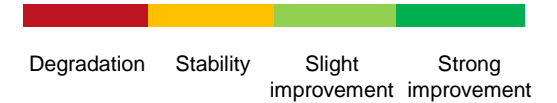
**2024 results in line with
the latest estimates**

**Successful integration of
Launchmetrics**

**Continuous improvement of
the Group's fundamentals**

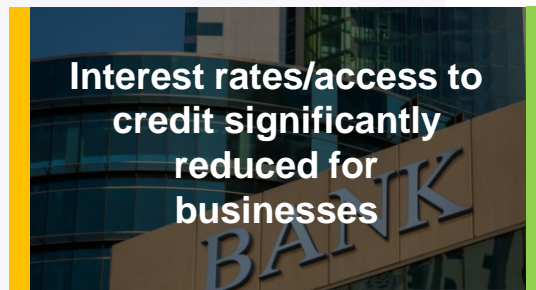
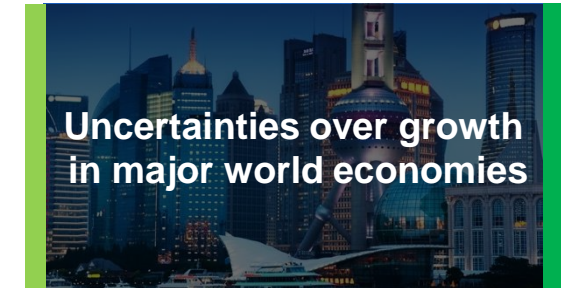
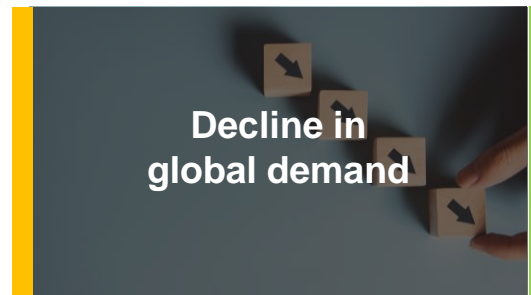
2024 Key highlights and evolution of Lectra's markets

An environment that remains uncertain



Situation at the end of September 2024

Situation today



2024 Key highlights and evolution of Lectra's markets

Fashion: a challenging year, witnessing the first signs of a luxury market slowdown



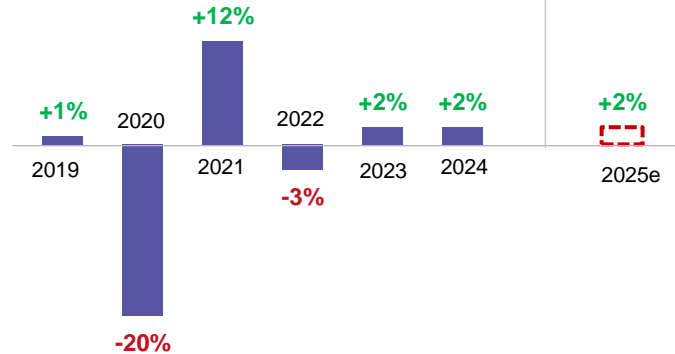
Source: Euromonitor, January 2025

2024

Growth below expectations,
due to weak demand and a luxury market slowdown

Worldwide fashion sales ⁽¹⁾

Growth in %



Q4

- Positive fashion sales due to better-than expected end-of-year holiday season
- Brands increased orders in anticipation of higher taxes and geopolitical tensions in 2025

2025 outlook

Complex environment,
with challenges to overcome

- Consumer confidence remains a top concern
- Increased taxes due to global trade tensions
- Better sales dynamic in some countries, notably India, Japan, Middle East
- Some players are investing to transform themselves
- Need for accelerated compliance with eco-responsibility and traceability standards, especially for brands selling within the EU
- Technology accelerating operational changes and digitalization appetite in the fashion industry

2024 Key highlights and evolution of Lectra's markets

Automotive: a somber 2024 and the outlook for 2025 remains uncertain

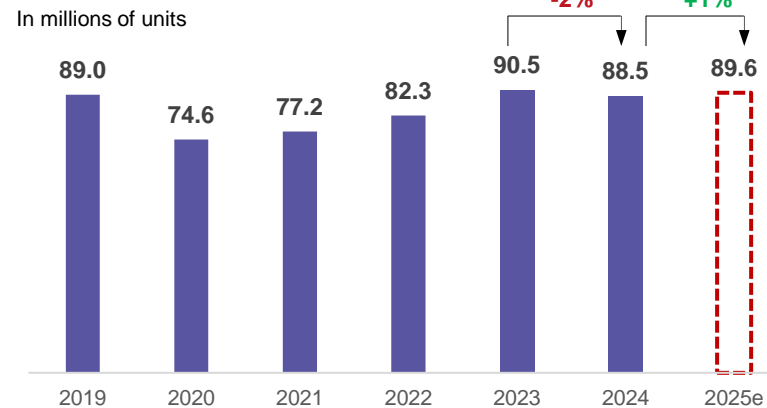


Source: S&P Global, December 2024

2024

Decline in production after 3 years of growth, to levels close to those of 2019

Worldwide production of light vehicles



Q4

- Worldwide production down 1% vs Q4 23: all major regions in decline, except China
- European manufacturers struggling due to declining consumption and Chinese competition

2025 outlook

Persistent challenges in an uncertain environment: production forecasts darken

- Slight growth expected (+1%), with geographical disparities
 - **China:** low growth expected (+1%)
 - **Europe:** 4% drop expected
 - **USA:** slight decrease expected (-2%)
- Potential tariffs in the US add fresh uncertainties (even if only 15% of vehicles sold in the US are imported from Mexico and 2% from China)
- Electric vehicles demand a key concern as some governments rethink policy support, especially incentives and tariffs

2024 Key highlights and evolution of Lectra's markets

Furniture: signs of improvement but a situation that remains deteriorated



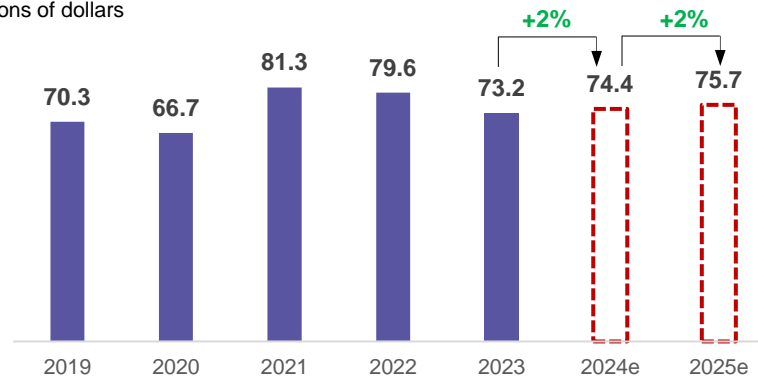
Source: CSIL, June 2024

2024

A slight rebound due to monetary easing in the USA and Asian exports

Worldwide consumption of upholstered furniture

In billions of dollars



Q4

- **China:** better momentum in furniture sales (+7.4% in October, +10.5% in November, +8.8% in December)
- **US:** furniture sales increased (+3.6% in October; +2.4% in November; +6% in December)
- **Europe:** some countries are facing difficulties (Q4 furniture sales in the UK are down 6%), while others show some resilience (Italy, Spain...).

2025 outlook

Difficulties remain, even though some countries exhibit promising prospects

- China still faces a fragile real estate market and stagnant domestic demand.
- Trump's election and the expected protectionist measures generate numerous uncertainties: imports account for approximately 40% of American consumption of upholstered furniture
- Moreover, these uncertainties could once again disrupt the balance between importing countries, with China's share having dropped by more than half since 2018 to 32% in 2023, to the benefit of Vietnam (33% in 2023 compared to 11% in 2018) and Mexico (12% in 2023 compared to 6% in 2018)
- European domestic demand struggles to rebound despite improving monetary conditions.
- India and Southeast Asian countries are expected to become increasingly dynamic.

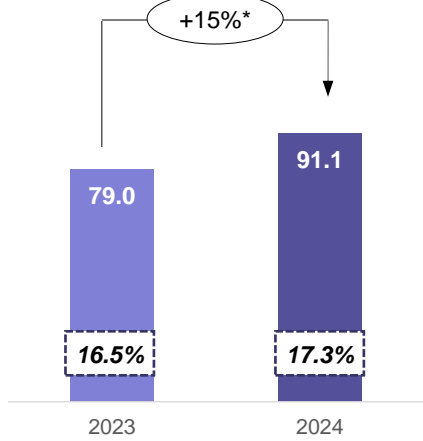
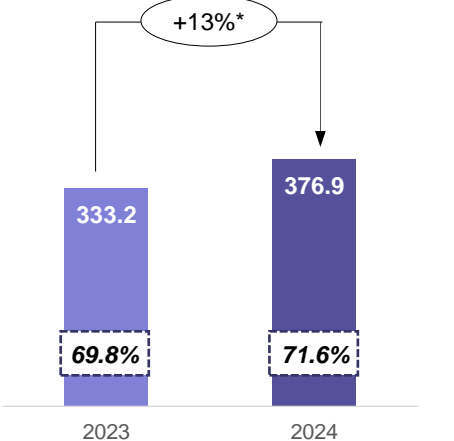
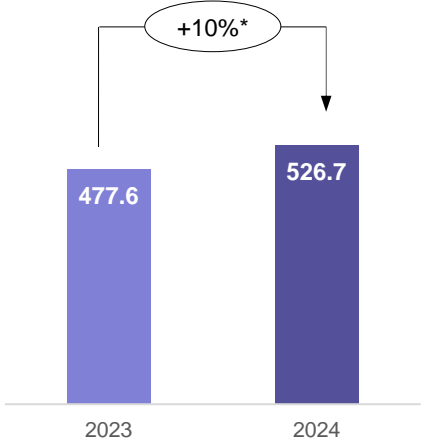
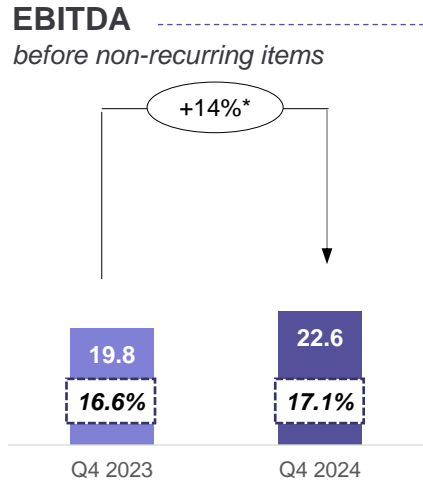
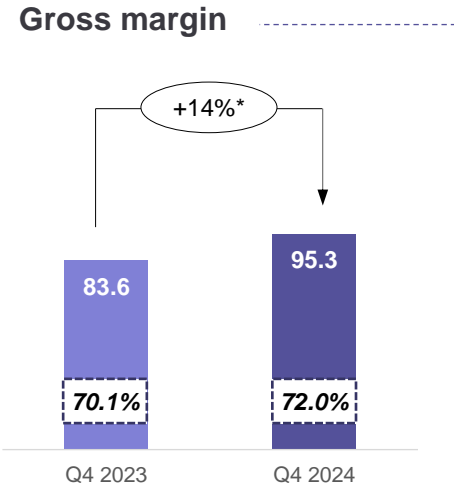
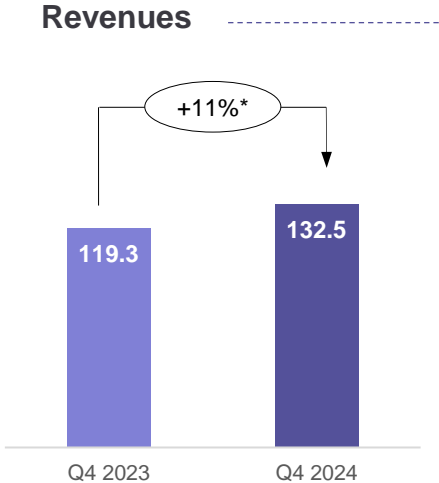
2024 Key highlights and evolution of Lectra's markets

Increase in results, mainly due to the improvement of financial fundamentals and the integration of Launchmetrics

Q4 2024

FY 2024

In millions of euros



= In % of revenues

*at actual rates

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The figures for 2023 and 2024 are at actual exchange rates, namely 1.08 \$ / 1 € for Q4 2023 and 1.07 \$ / 1 € for Q4 2024, and 1.08 \$ / 1 € for FY 2023 and FY 2024.

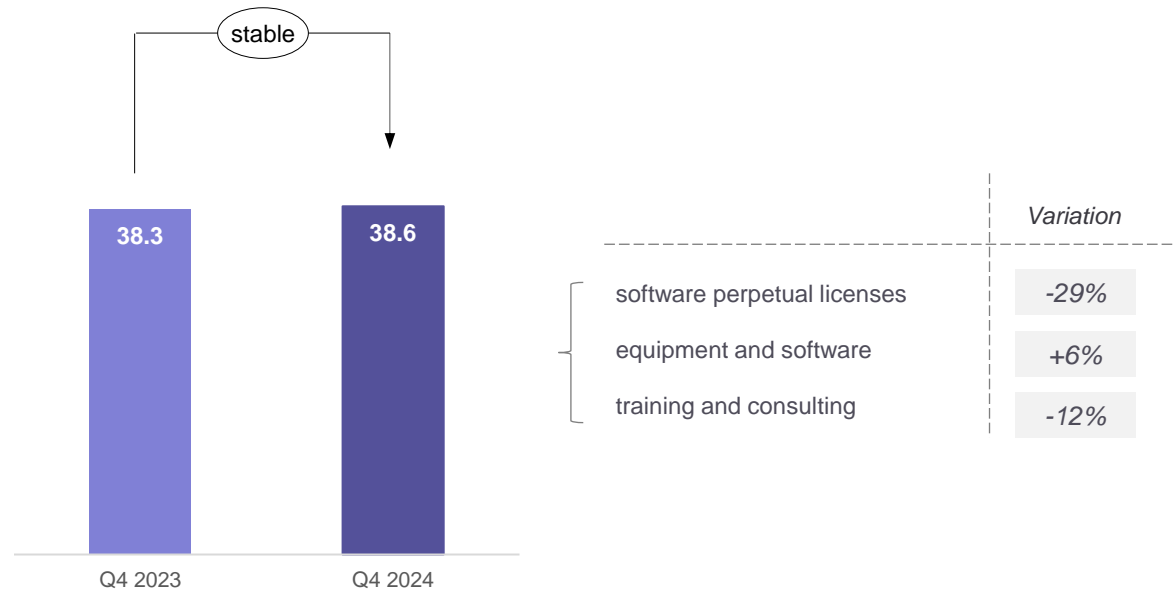
Detailed comparisons between 2024 and 2023 are provided at 2023 exchange rates ("like-for-like") for the Lectra 2023 scope. They are provided at actual rates for the Lectra 2024 scope.

Stability of new systems orders

Increase in new SaaS subscriptions orders

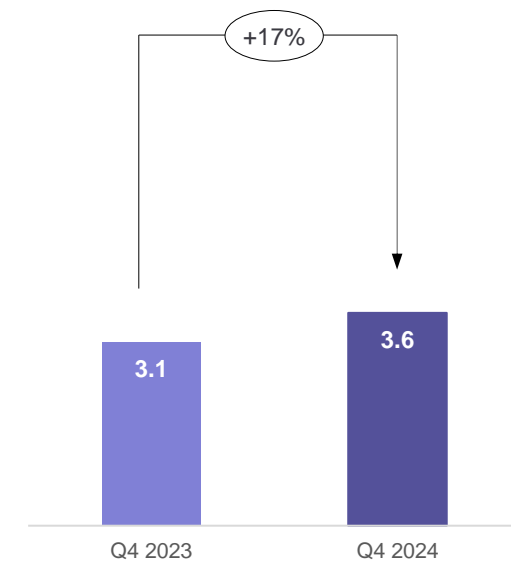
New systems orders

In millions of euros



New SaaS subscriptions orders

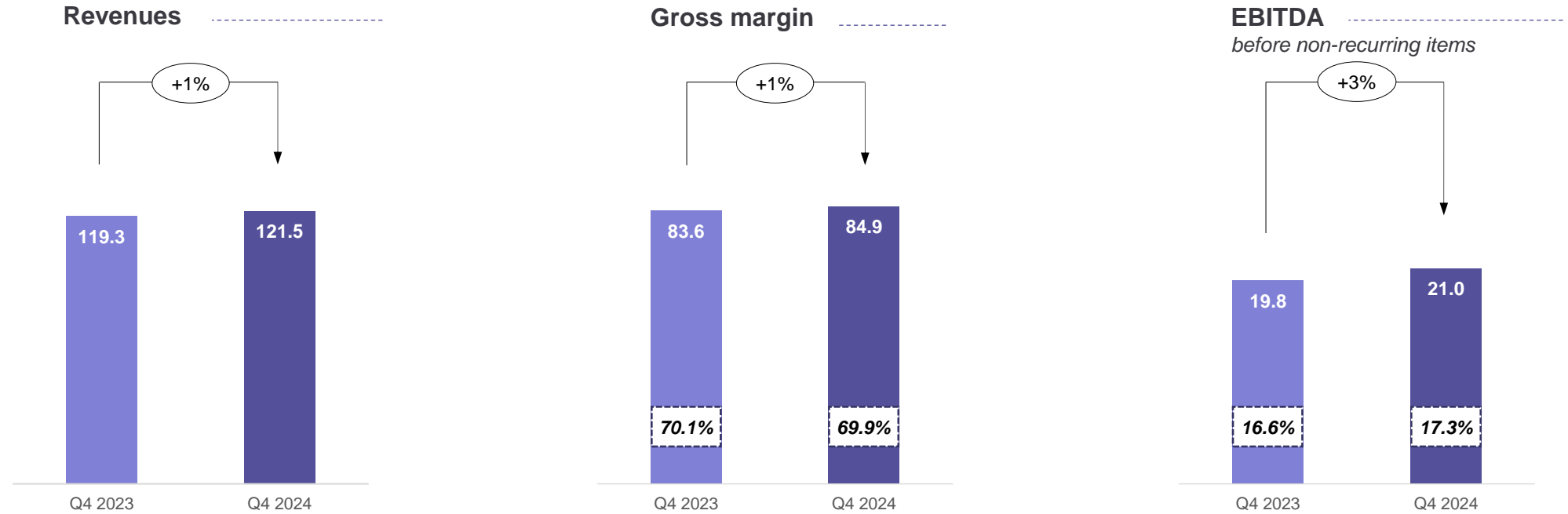
In millions of euros, annual value of new contracts



Q4 2024 results – Lectra 2023 scope

Growth in revenues and EBITDA before non-recurring items

In millions of euros



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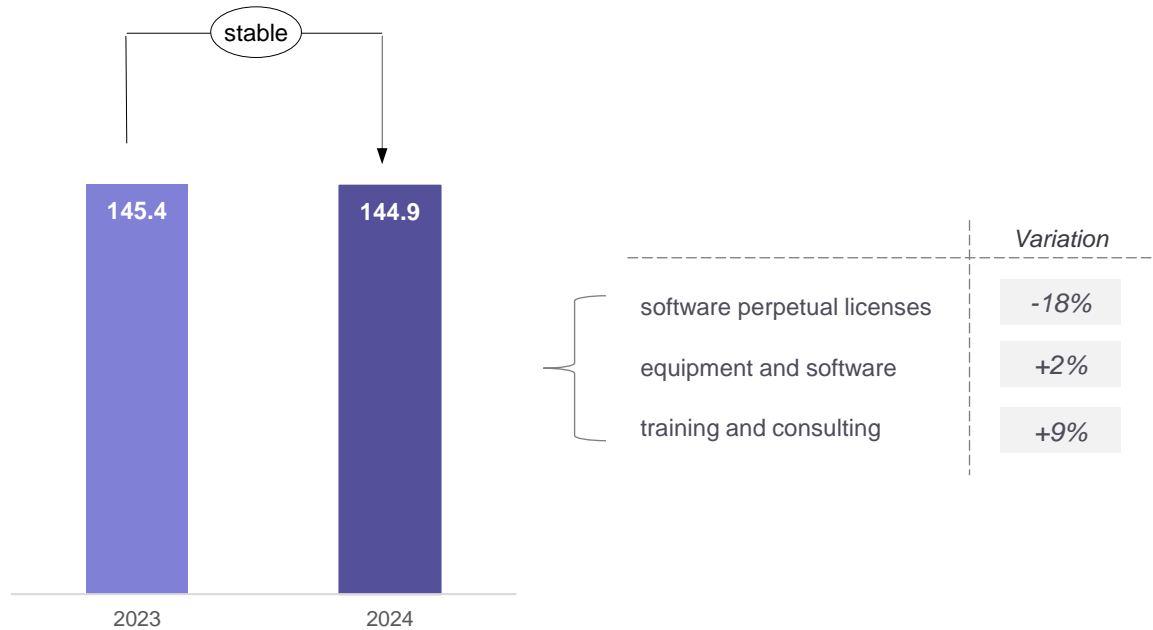
FY 2024 results – Lectra 2023 scope

Stability of orders in a degraded economic and geopolitical environment

Growth in new SaaS subscriptions

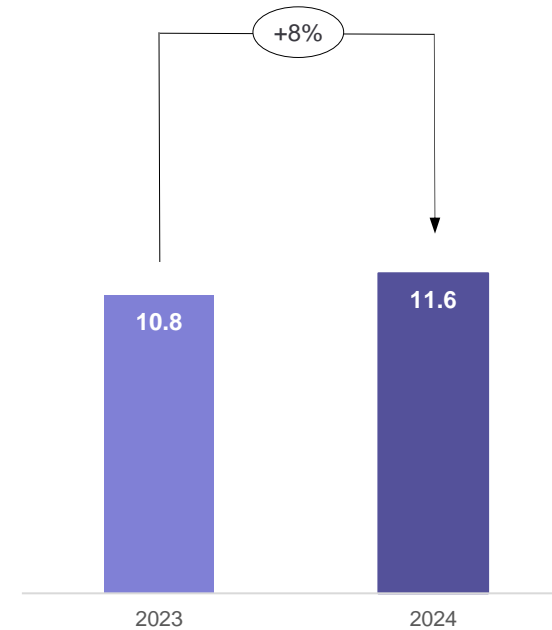
New systems orders

In millions of euros



New SaaS subscriptions orders

In millions of euros, annual value of new contracts

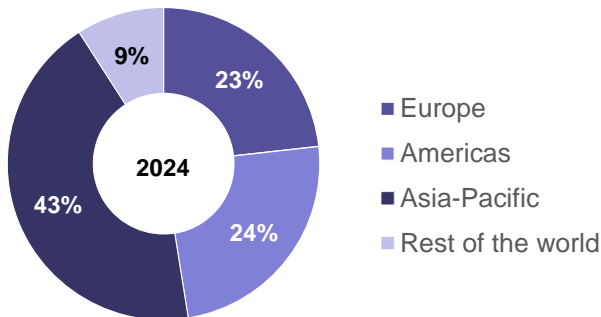
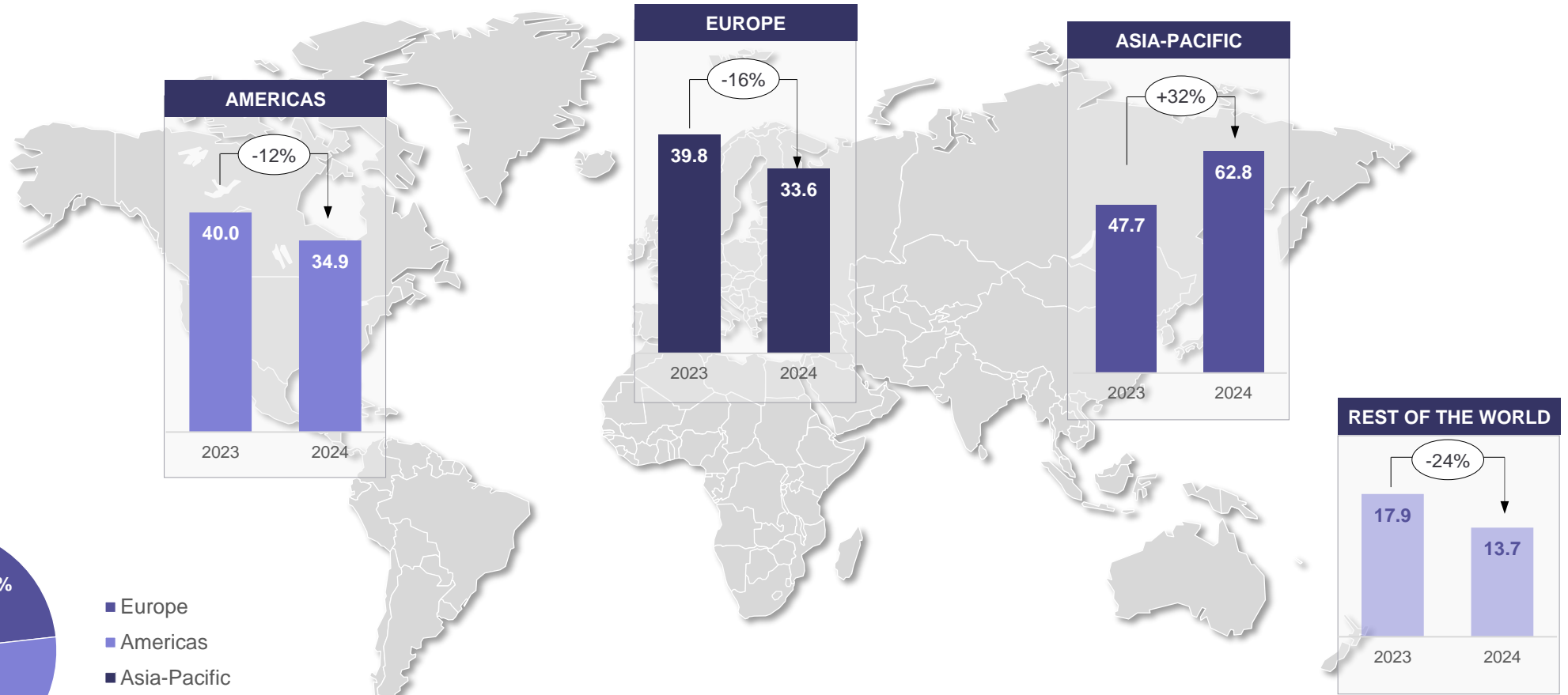


FY 2024 results – Lectra 2023 scope

Decrease in orders for new systems in the Americas and Europe

Strong growth in Asia-Pacific

In millions of euros



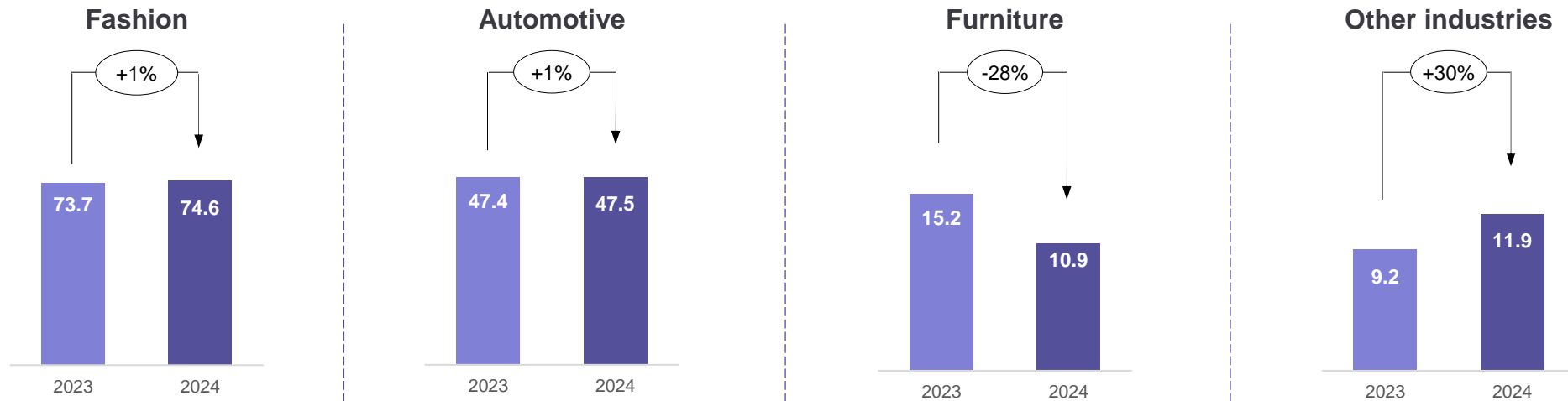
FY 2024 results – Lectra 2023 scope

Stability of orders in Automotive and in Fashion

Decline in orders in Furniture

New systems orders

In millions of euros

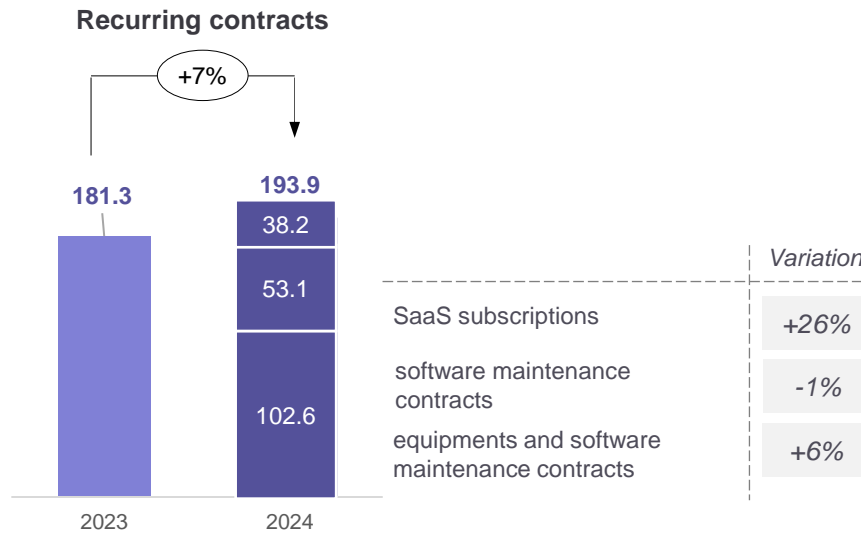


FY 2024 results – Lectra 2023 scope

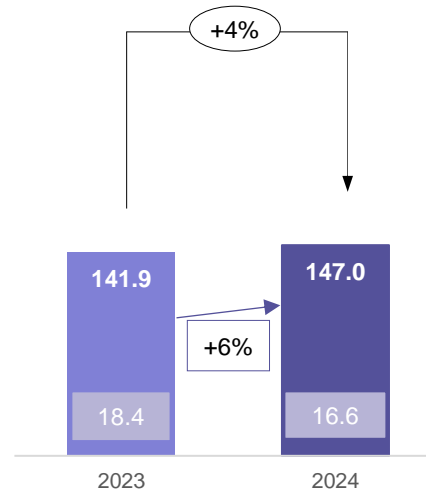
Increase in recurring revenues

Recurring revenues

In millions of euros

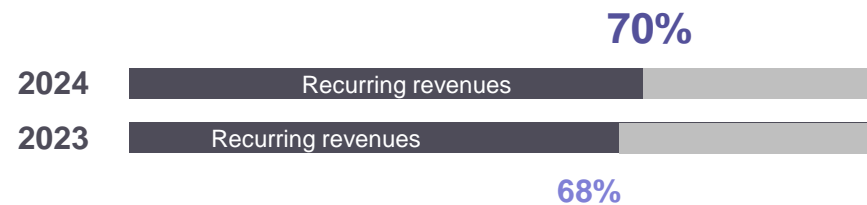
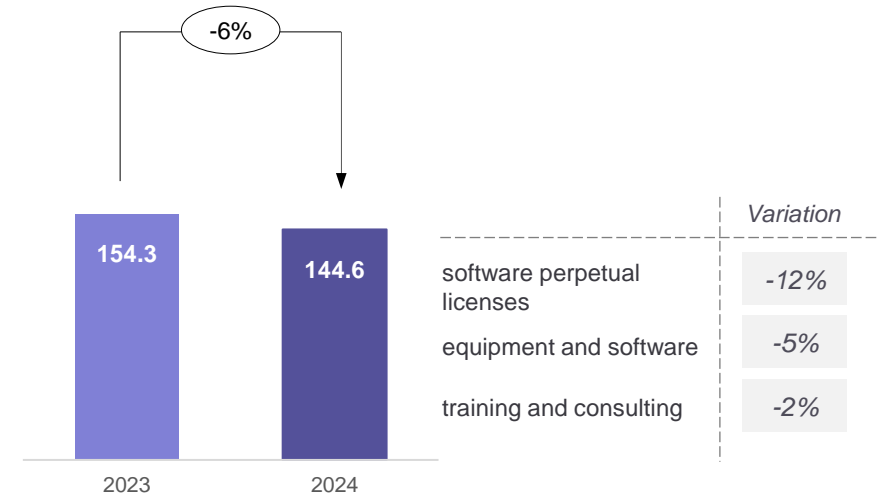


Consumables and parts



New systems revenues

In millions of euros

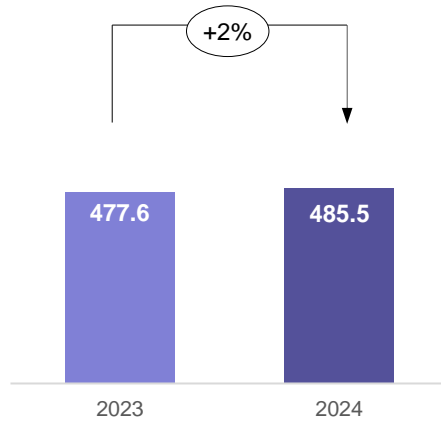


= Continued activities
 = Abandoned activities (Sign&Graphics, Packaging)

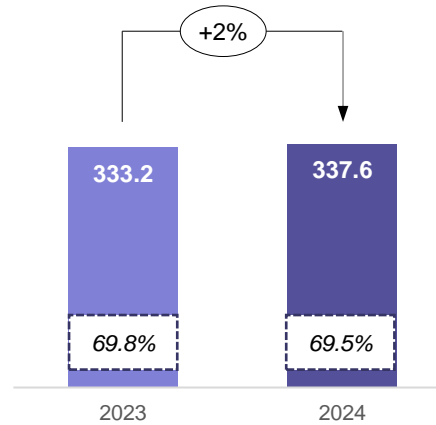
FY 2024 results – Lectra 2023 scope

Control of costs and increase in EBITDA before non-recurring items

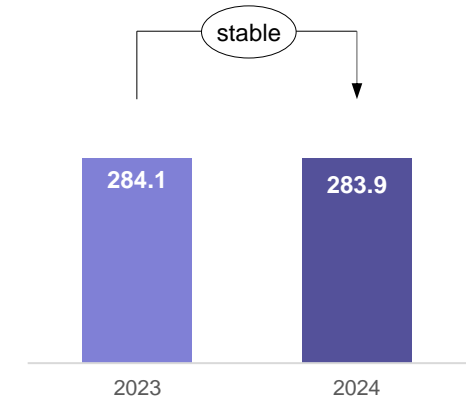
Total revenues



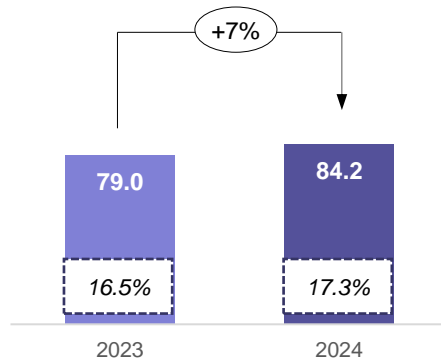
Gross margin



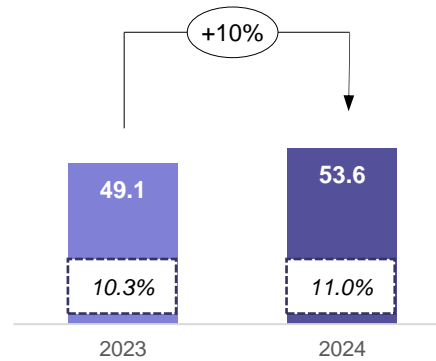
Overhead costs*
(fixed and variable)



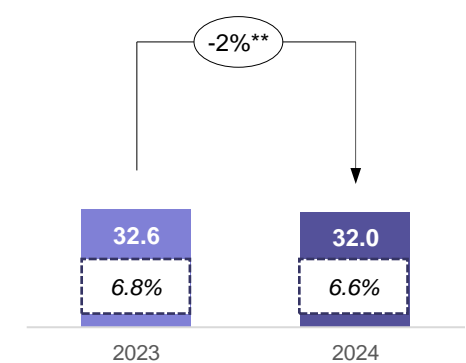
EBITDA
before non-recurring items



Income from operations
before non-recurring items



Net income



= In % of revenues

* 96% of fixed costs are covered by the margin of recurring activity in 2024 (90% in 2023)
** at actual rates

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Results of Launchmetrics are given at actual rates.

Contribution of Launchmetrics

Increase in revenues more modest than expected

EBITDA above target

2024 Objectives	
	Launchmetrics From January 23 to December 31
Revenues	€42m to €46m
EBITDA margin	15+%

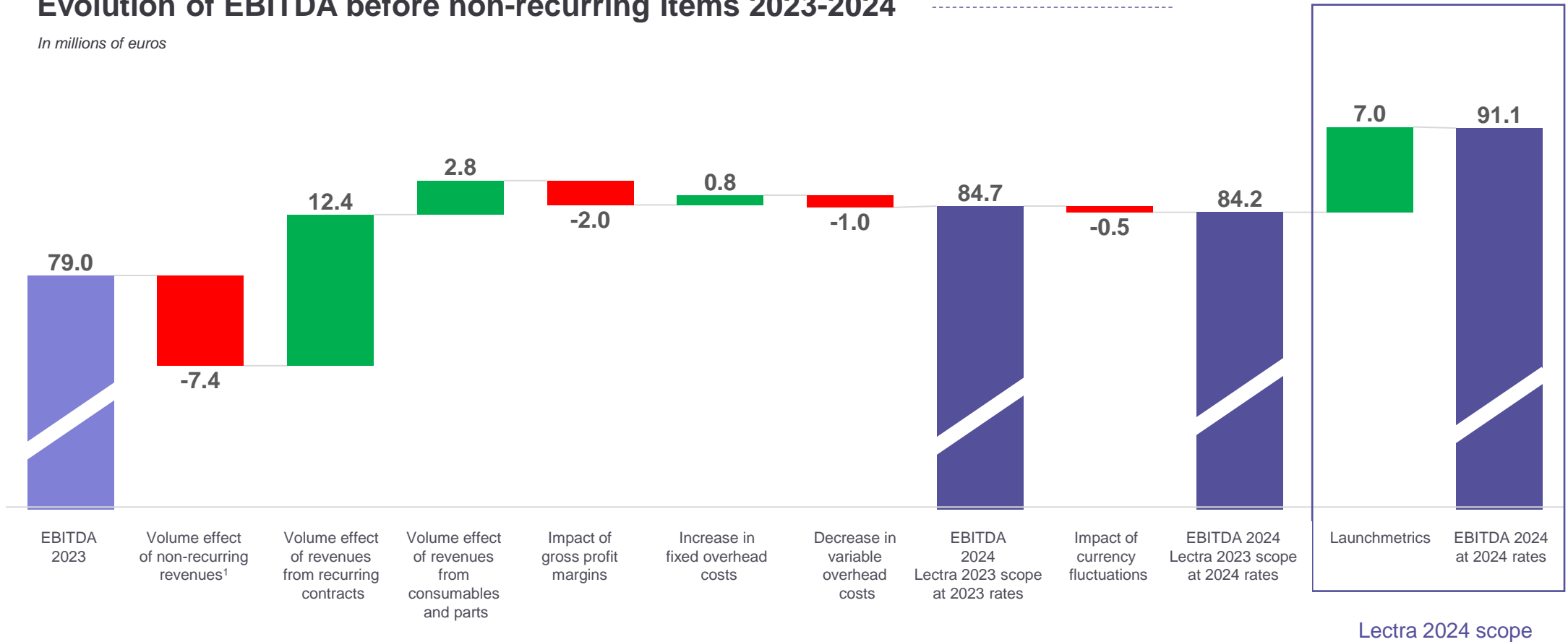
Q4 and FY 2024 results		
	Q4 2024	Launchmetrics From January 23 to December 31
Revenues	€11.0m	€41.2m
Non-recurring	€0.4m	€2.0m
Recurring	€10.6m	€39.2m
EBITDA before non-recurring items	€1.7m	€7.0m
EBITDA margin	15.2%	16.9%

Financial results FY 2024

The growth in recurring contracts and the control of expenses allow for an increase in EBITDA before non-recurring items

Evolution of EBITDA before non-recurring items 2023-2024

In millions of euros



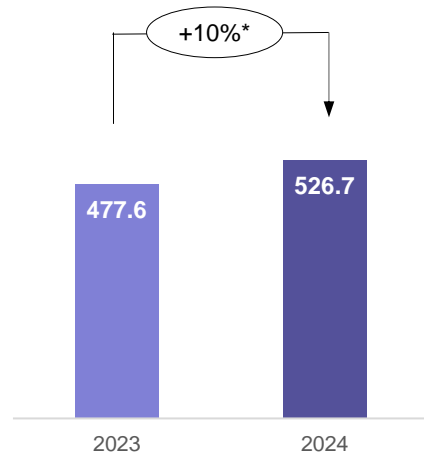
¹Revenues from perpetual software licenses, equipment and their software, and non-recurring services.

Financial results FY 2024 – Lectra 2024 scope

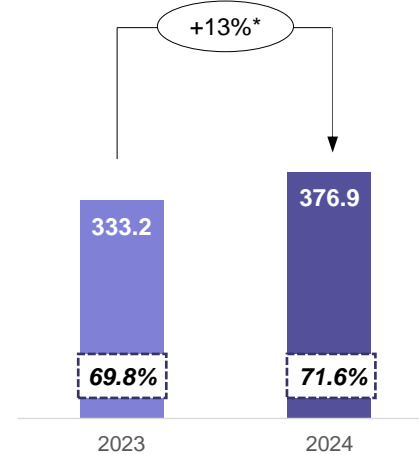
Increase in revenues and EBITDA

Impact of acquisition accounting and financial expenses on net income

Revenues

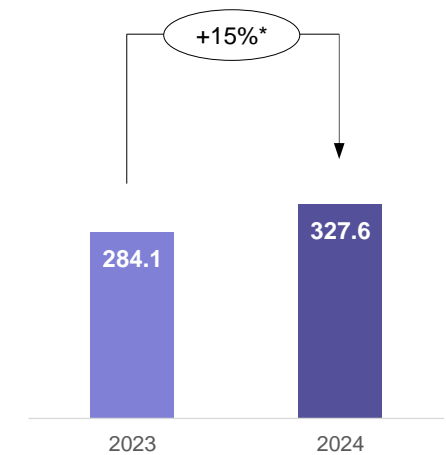


Gross margin



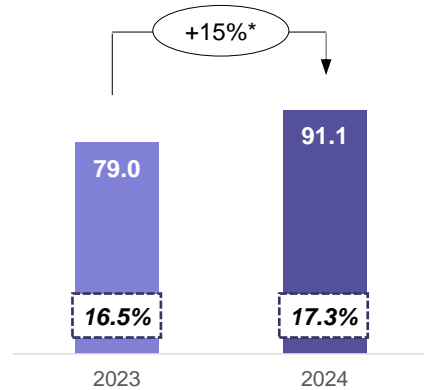
Overhead costs

(fixed and variable)



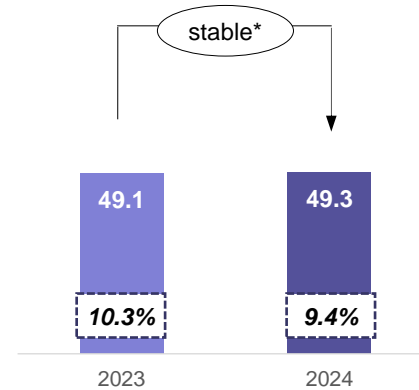
EBITDA

before non-recurring items

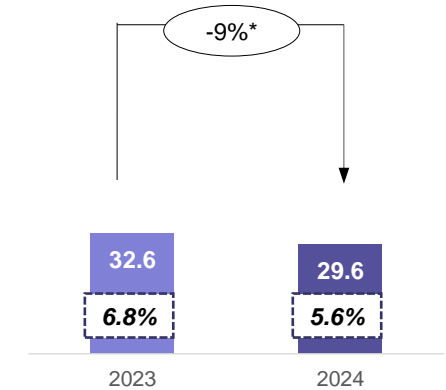


Operating income

before non-recurring items



Net income



 = In % of revenues

* at actual rates

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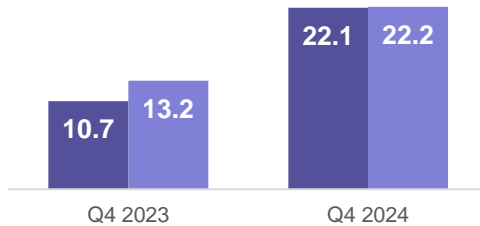
Balance sheet and free cash flow – Lectra 2024 scope

Free cash flow significantly increased compared to 2023

Q4 2024

In millions of euros

- Free cash flow
- Free cash flow before non-recurring items

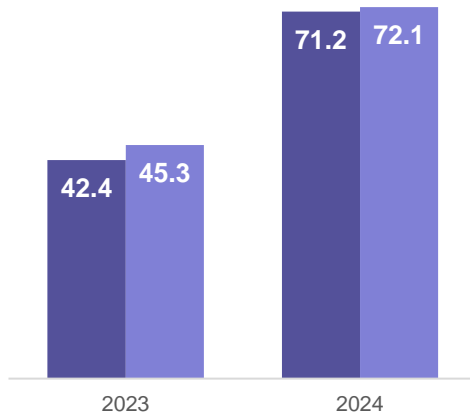


The current free cash flow amounts to €22.2m (€13.2m in Q4 2023) considering a good performance in year-end collections for 2024.

FY 2024

In millions of euros

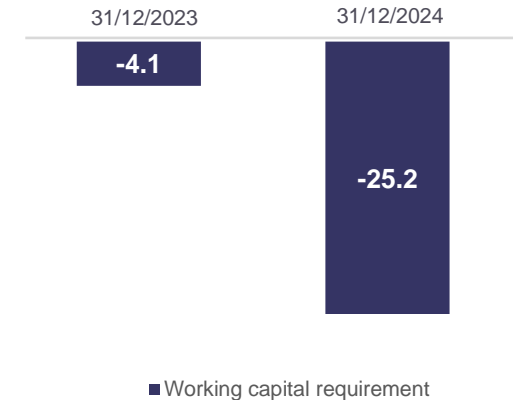
- Free cash flow
- Free cash flow before non-recurring items



The free cash flow before non-recurring items stands at €72.1m, a significant increase compared to 2023 (€45.3m).

The free cash flow was particularly high in Q1 2024, as the high stock level on December 31, 2023, did not require replenishment at the beginning of 2024.

The working capital requirement as of December 31, 2024, is negative €25.2m due in particular to a decrease in inventory and control of accounts receivable. The working capital requirement was negative €4.1m as of December 31, 2023.

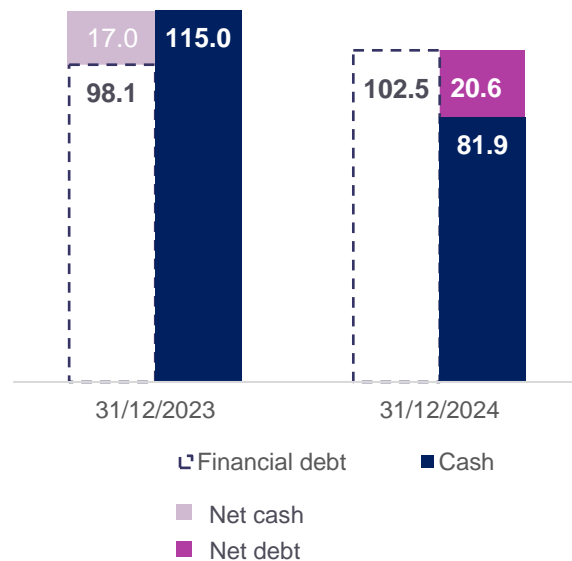


Balance sheet and free cash flow – Lectra 2024 scope

A balance sheet that includes Launchmetrics – with net debt limited to €20.6m.

Debt

In millions of euros



In the year 2024:

- Payment of \$83.2m (€77.0m) for the first tranche of Launchmetrics' capital;
- Generation of €72.1m in current free cash flow;
- Repayment of Gerber's residual debt and establishment of new financing of €100.0m by June 30, 2024.

Evolution of the share price

Evolution from January 1st, 2024 to February 6th, 2025

In euros, closing price

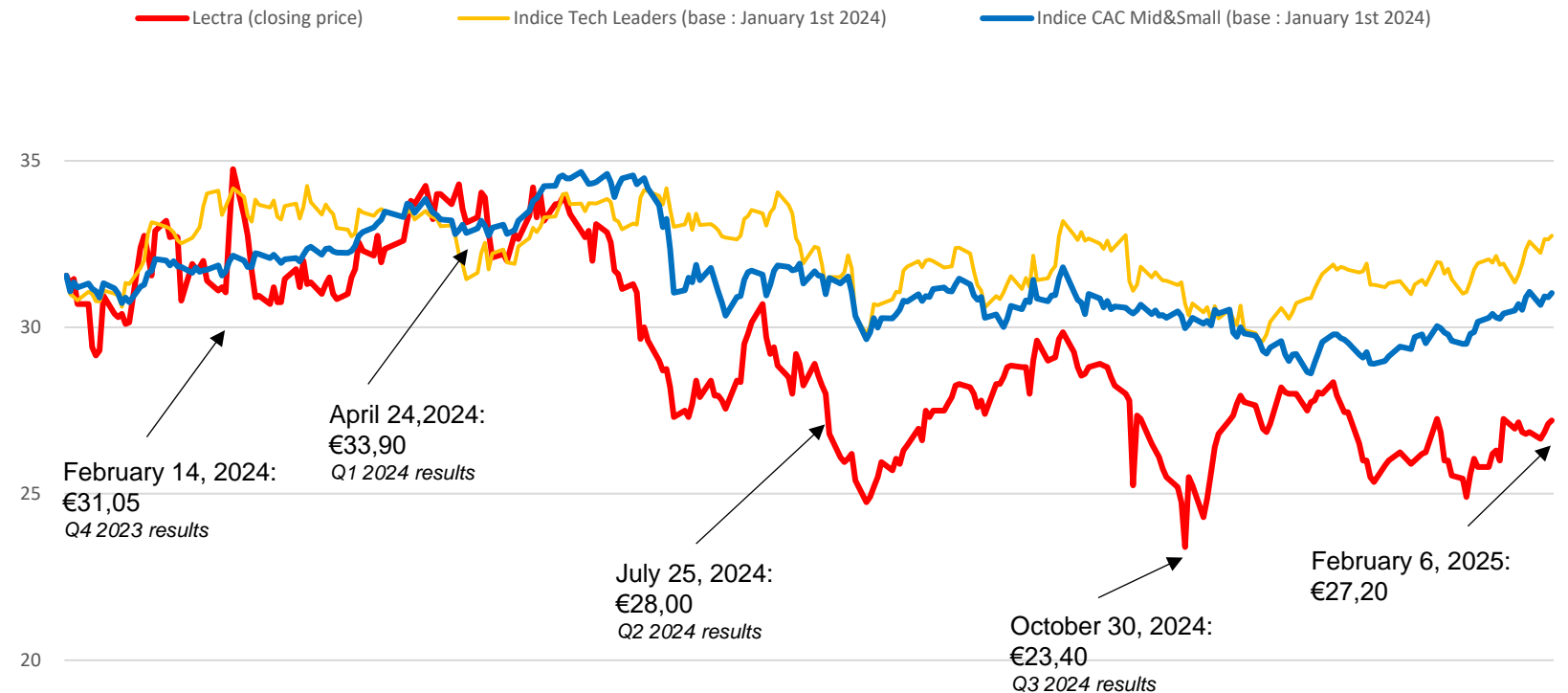
AT FEBRUARY 6, 2025

- Share price: €27.20
- Market cap.: €1,032.7m
- Enterprise Value: €1,052.8m
- EV/2024 Revenues: 2.0x
- EV/2024 EBITDA: 11.6x

CAPITAL TRADED ON EURONEXT

- 2024: €114.4m
- 2023: €179.7m

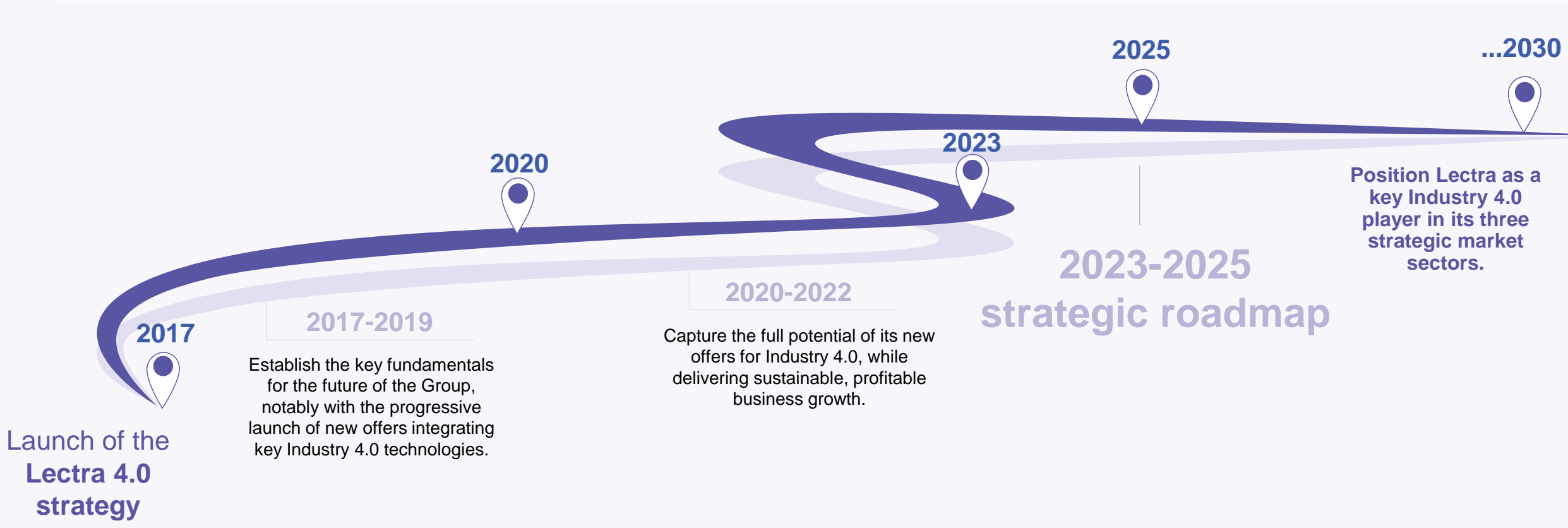
Volume traded on Euronext represent 26% in 2024 and 35% in 2023 of the total volume traded on all listing platforms. (source Bloomberg).



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2023-2025 strategic roadmap: second progress report

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



2023-2025 strategic roadmap: second progress report

Strengthen Lectra's position 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



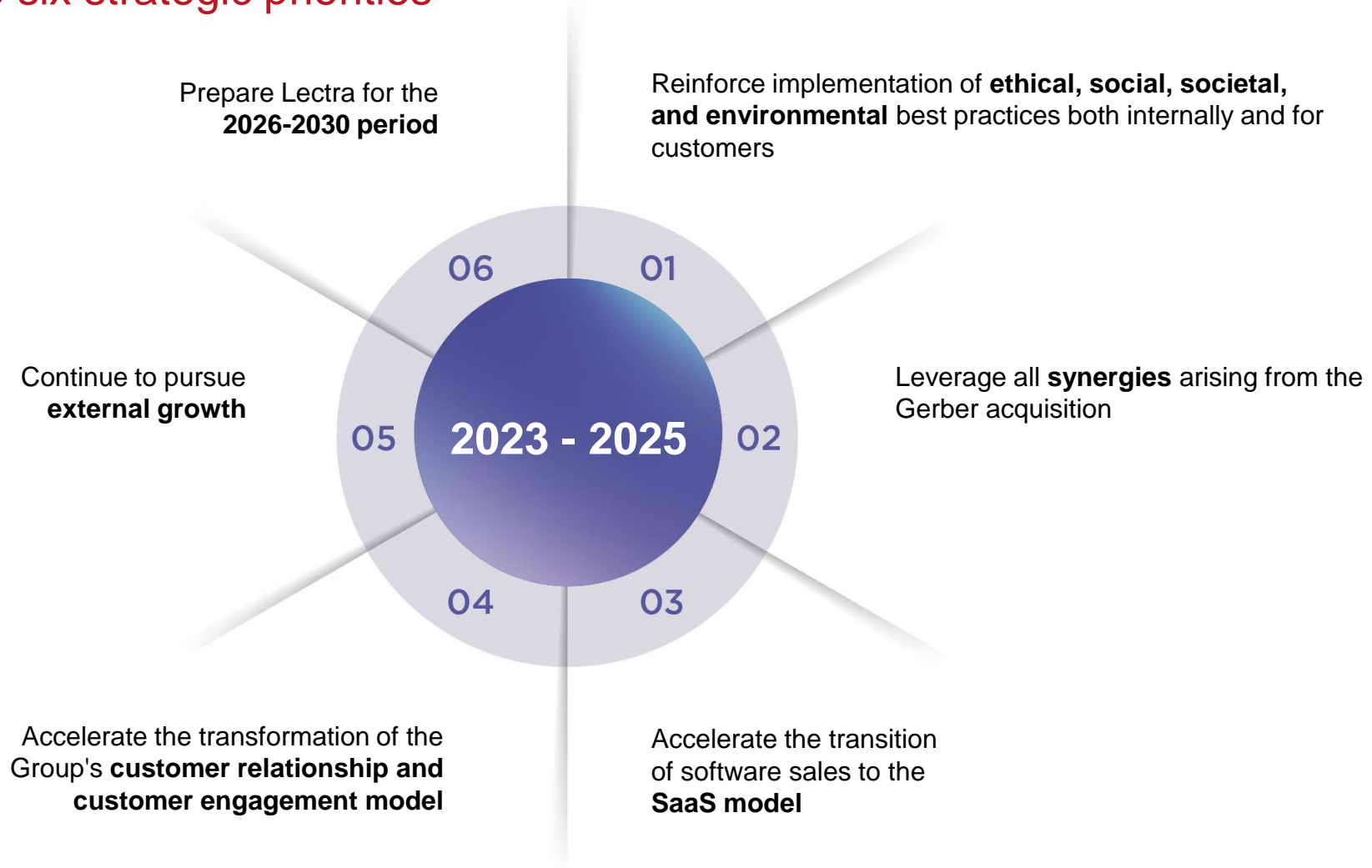
INDUSTRY 4.0

With the commitment of its employees, and recognition by customers, Lectra stands at the forefront in building 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: second progress report

Reminder of the six strategic priorities



These six strategic priorities guided the Group's actions carried out in 2024

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 CSR 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 CSR 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⁽¹⁾

▪ **TEAM AWARENESS:** Product & R&D teams trained on eco-design for equipment; new CSR 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

Note: (1) A program aimed at defining a common culture throughout the organization that promotes engagement.

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

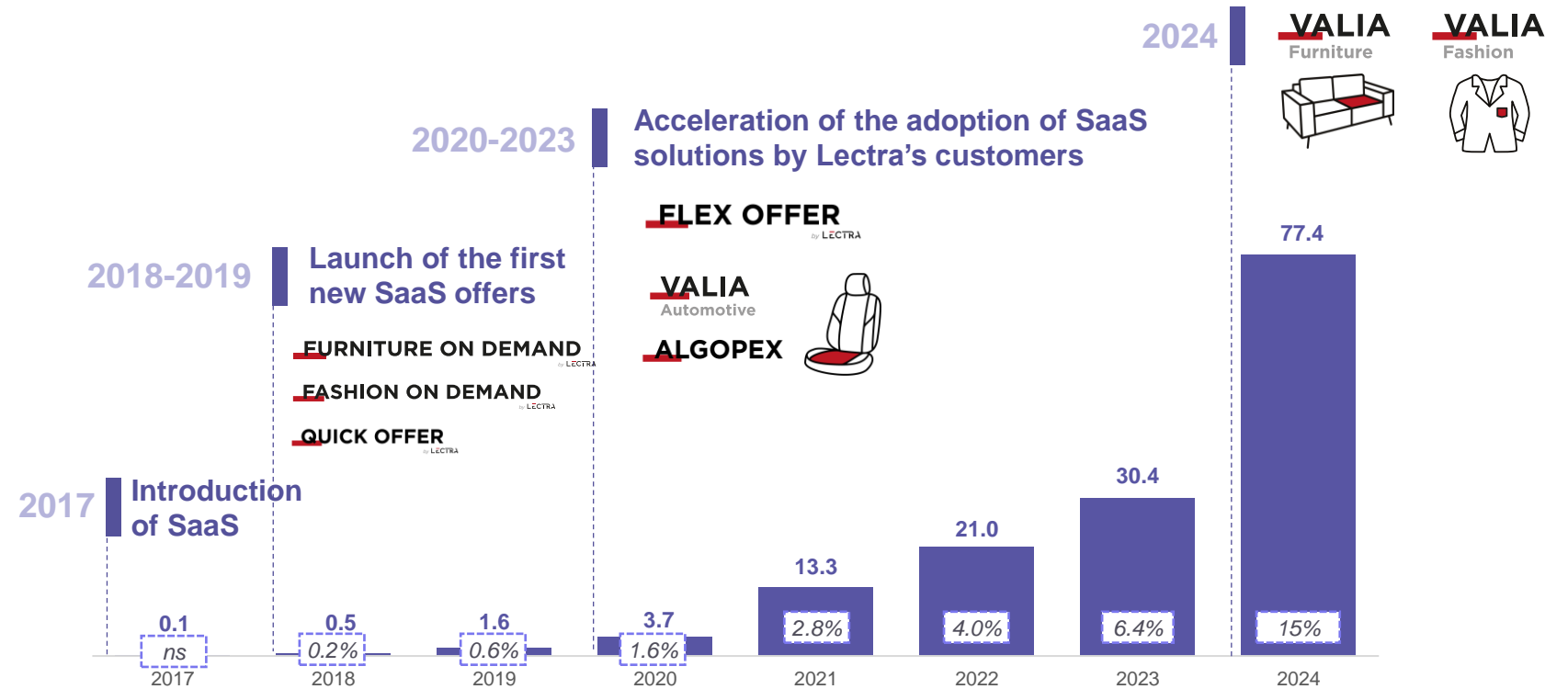
Accelerate the transition of software sales to the SaaS model

Revenues from software subscriptions (SaaS)

In millions of euros



= In % of revenues



SaaS-oriented acquisition strategy

KUBIX LINK

RETVIEWS

GERBER TECHNOLOGY

NETEVEN

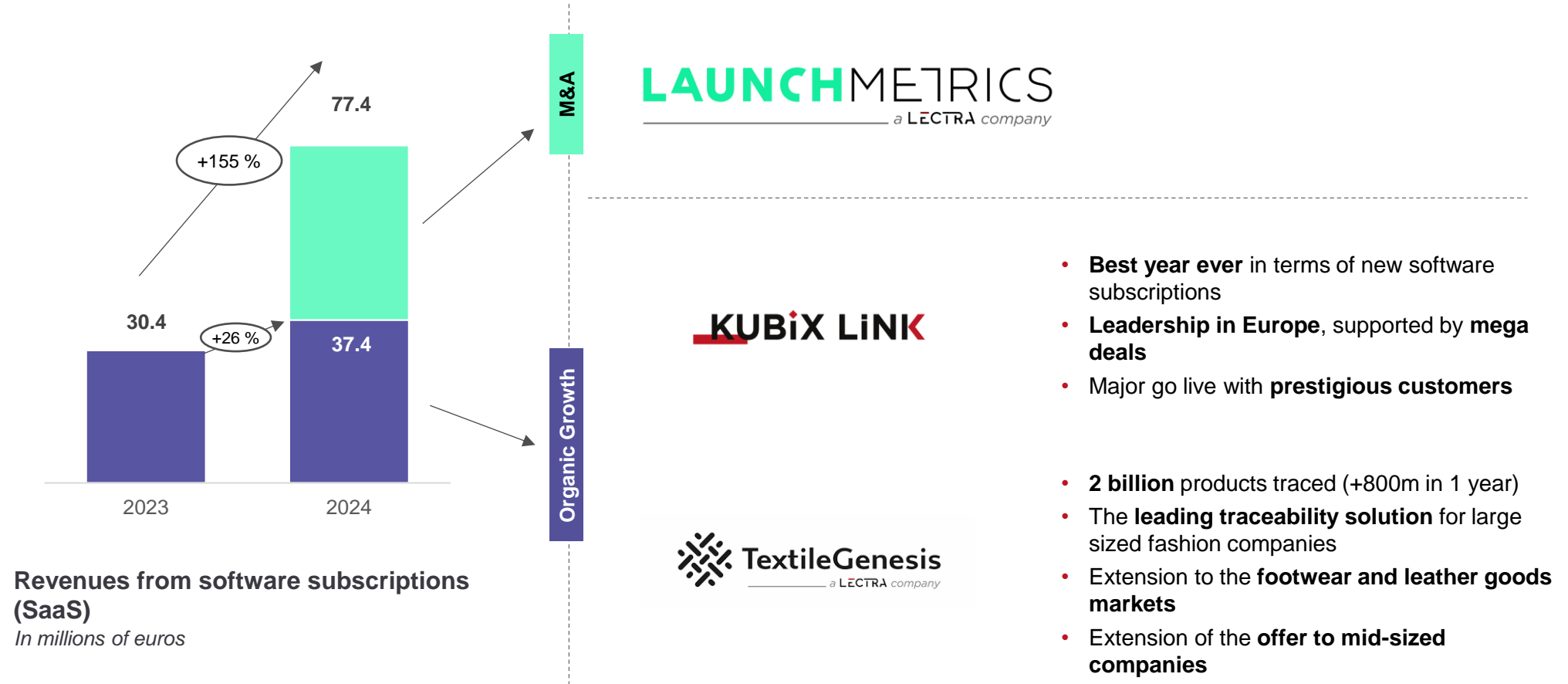
TextileGenesis

LAUNCHMETRICS

2023-2025 strategic roadmap: second progress report

A strong contribution from Launchmetrics

Significant increase in Kubix Link and TextileGenesis sales compared to 2023



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

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

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⁽¹⁾ program

Strategic partnerships



SIX ATOMIC

GenAI



aqc

AI/ML⁽²⁾



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



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

October 2024

Launch of Valia Fashion



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

2023-2025 strategic roadmap: second progress report

The Executive Committee has been strengthened

06

Prepare Lectra for
post-2025

**Antonella Capelli and Michaël Jais
join the Executive Committee**



Antonella Capelli
President EMEA*



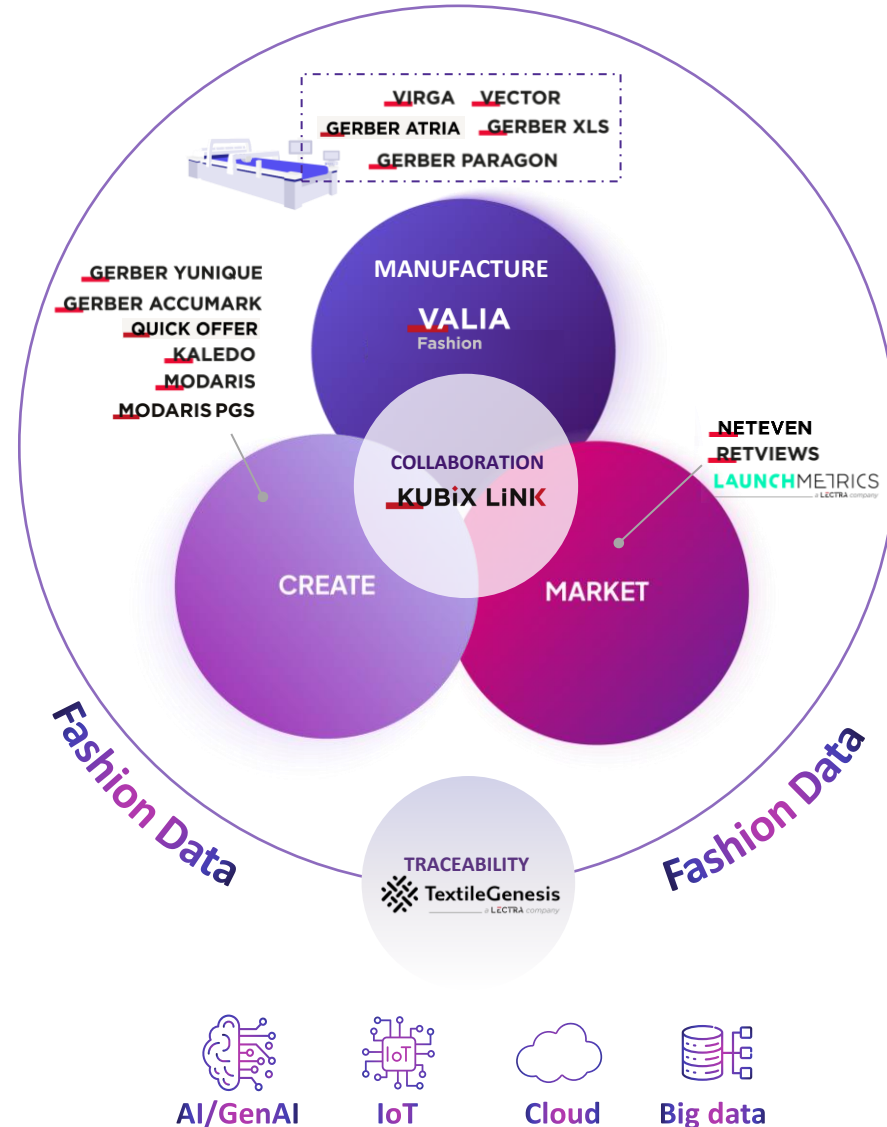
Michael Jais
CEO Launchmetrics

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

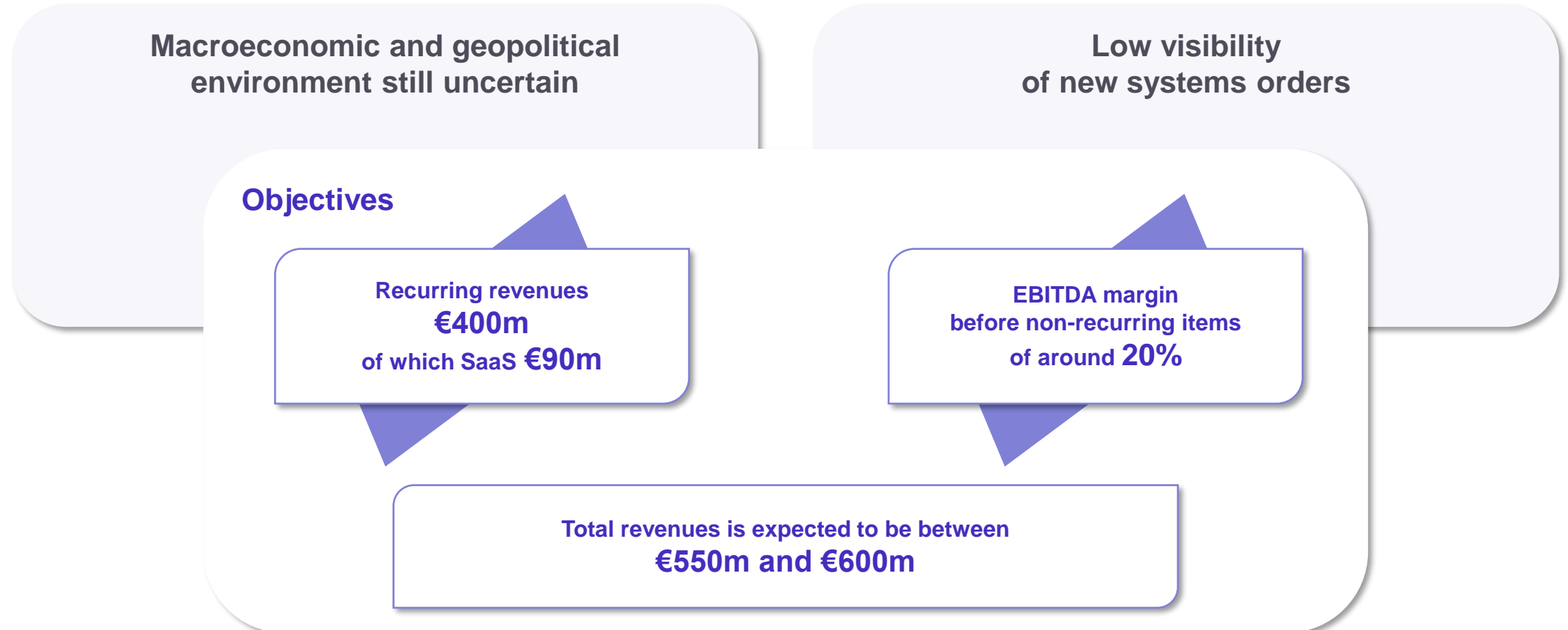


Enriched with the most advanced technologies

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

- 2024 Key highlights and evolution of Lectra's markets
- Q4 2024 results – Lectra 2023 scope
- FY 2024 results – Lectra 2023 scope
- Contribution of Launchmetrics
- Balance sheet and free cash flow – Lectra 2024 scope
- 2023-2025 strategic roadmap: second progress report
- **2025 Outlook**

Financial objectives



Upcoming financial calendar

Quarterly results

T1 April 24, 2025

T2 July 24, 2025

T3 October 29, 2025

T4 February 11, 2026

Annual Shareholders' meeting

April 25, 2025

Analysts conference

October 30, 2025

LĒCTRA

We pioneer. You lead.