

Q4 and 2025 Financial Results

Daniel Harari, *Chairman and Chief Executive Officer*
Maximilien Abadie, *Deputy CEO*
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Q4 and 2025 results

- **Key highlights and evolution of Lectra's markets**
- Q4 2025 and 2025 results
- Balance sheet and free cash-flow
- Lectra today
- 2026-2028 Strategic roadmap
- 2026-2028 Financial objectives

Key highlights and evolution of Lectra's markets

Persistent economic and geopolitical uncertainty, with trade tensions and tariffs used as bargaining tools

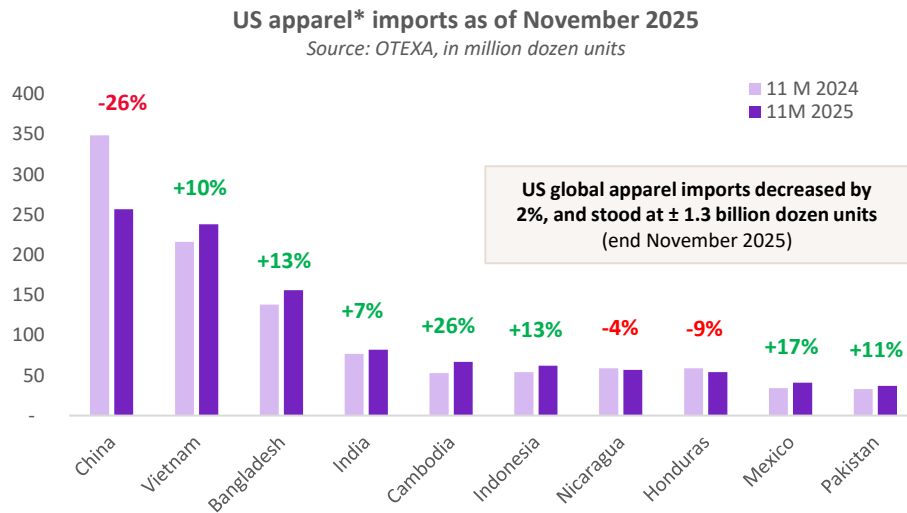
Limited decrease of revenues thanks to the recurring revenues and the transformation toward SaaS. Tight cost management

Another year of strong free cash-flow generation and negative working capital strengthening an already strong financial position

Key highlights and evolution of Lectra's markets

Fashion: a resilient industry in 2025, but cautious sentiment persists for 2026

2025



- **Fashion retail sales flat:** price-led growth as inflation and tariffs suppressed volumes.
- **US tariffs accelerated sourcing reallocation.** Asian manufacturers faced ~20% higher tariffs vs 2024.
 - **US sourcing mix shifted toward Vietnam and India** (complex higher-value apparel) and **Bangladesh, Cambodia, Indonesia, Pakistan** (volume basics).
 - **China lost further US import share**, redirecting volumes to Europe and other non-US markets — pushing global Chinese apparel exports down 5%. Domestic demand growth (+3%) remained too weak to offset the slowdown for Chinese manufacturers.

2026 Outlook

Cautious sentiment amid soft demand and rising cost pressures

- **Clothing retail sales** in key apparel import markets could be stagnant or even decline.
- **Luxury expected to grow** moderately, mid-market stays dynamic; ultra fast-fashion faces margin pressures.
- **Trade policy** could remain highly uncertain: China and Asia's role in apparel sourcing could continue to evolve.

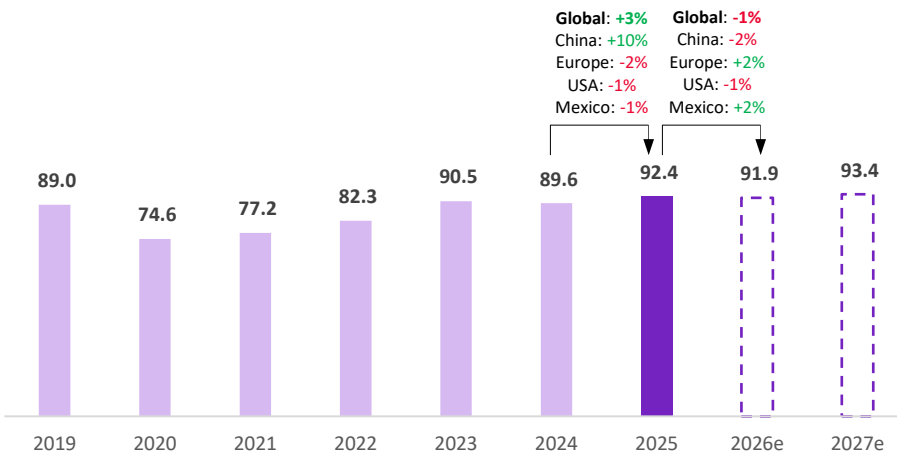
Key highlights and evolution of Lectra's markets

Automotive: 2025 growth driven by China, 2026 faces headwinds

2025

Worldwide production of light vehicles

Source: S&P Global, in millions of units



- **Global production** grew 3% in 2025, mainly driven by strong momentum in China.
- **China's production growth** (+10%) was driven by strong increase in export (+21%) and robust consumer demand (+7%) supported by local subsidies.
- **Europe production** declined (-2%) due to weak sales, high inventories, US tariffs, and strong Chinese competition.
- **US production was flat**, weighed down by soft demand and lingering supply constraints.
 - **No signs of re- or nearshoring linked to US tariffs policies**; instead, top exporters to the US (Mexico, South Korea, Japan, Europe) show H2 2025 production declines (-4%, -3%, -6%, 0% respectively).

2026 Outlook

Cooling demand and policy shifts pressure global production

- **Global production** expected to be at -1%, as China slows.
- **China: first production drop since the pandemic** (-2%) due to the end of purchase incentives and softer demand.
- **Europe: production is projected to see modest growth** (+2%), supported by a +14% EV expansion.
- **US: production expected to decline** (-1%), with the EV market contracting by ~10% following the end of federal tax credits.
- **Overall uncertainty** about export potential in key production markets following geopolitical and tariff developments.

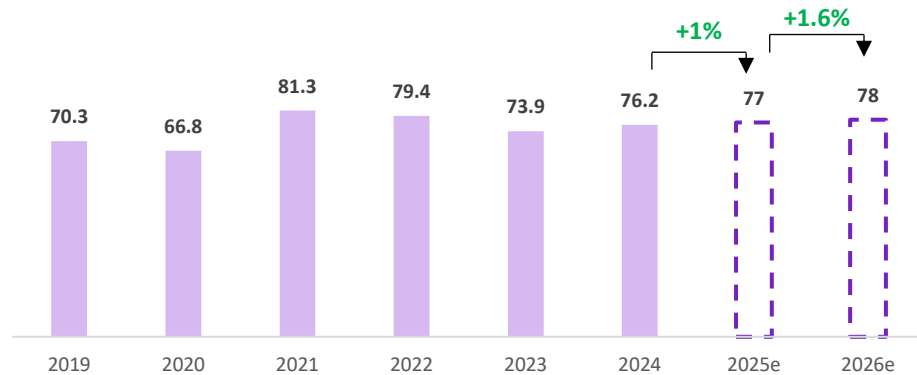
Key highlights and evolution of Lectra's markets

Furniture: solid 2025 performance but Q4 pressure heightens 2026 risks

2025

World upholstered furniture consumption

Source: CSIL, as of July 2025, in billions of US dollars



- **Global demand stayed resilient** despite heavy trade disruptions.
- **Retail furniture sales in China grew +8% in 2025**, although momentum softened in Q4. However, upholstered **furniture exports fell sharply** over 2025 (-14%), largely due to US tariffs.
- **US demand held steady**, but Q4 saw the first decline (-2% Oct., -4% Nov.) as tariffs clouded market visibility.
- **US sourcing diversification accelerated**, boosting Vietnam. No clear sign of increasing reshoring activity observed.
- **Furniture sales in EU showed mixed trends in 2025**: strong in UK (+8%) & Poland (+14%), flat in France & Italy (0%), down in Germany (-1%).

2026 Outlook

Caution ahead in 2026

- **Flat to low-growth environment expected globally for upholstered furniture**, with international trade down 1% and domestic consumption up 1%.
- **China slowdown and policy uncertainty** to weigh on global trade and visibility.
- **US sourcing rebalancing continues** to secure supply and manage costs.
- **Productivity, automation and operational flexibility** become the main value drivers, not capacity expansion.

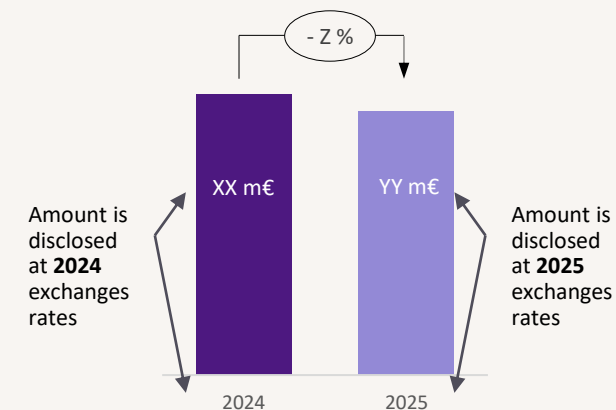
Q4 and 2025 results

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- Detailed comparisons between 2025 and 2024 are presented, unless otherwise indicated, at 2024 exchange rates (like for like).
- The Q4 2024 and Q4 2025 figures are presented, unless otherwise indicated, at the actual exchange rates of 1.07 (2024) and 1.16 (2025), respectively for the €//\$ parities.
- The 2024 and 2025 annual figures are presented, unless otherwise indicated, at the actual exchange rates of 1.08 (2024) and 1.13 (2025), respectively for the €//\$ parities.
- To allow better analysis of the Group's results, the accounts are compared with those published in 2024 (at actual rates) and, for the analysis of variation, with the 2024 Proforma accounts (at comparable rates). The latter were prepared by consolidating Launchmetrics as of January 1, 2024, although the company was acquired on January 23, with the effect of increasing Proforma 2024 revenues by €2.5m and Proforma 2024 EBITDA by €0.3m. All "Proforma 2024" figures are referred to as "2024".

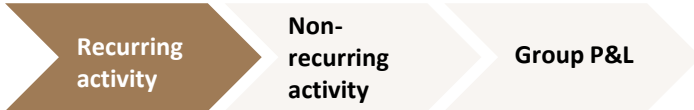
Format of graph presentation

Variation is comparing 2025
@ 2024 rates with 2024



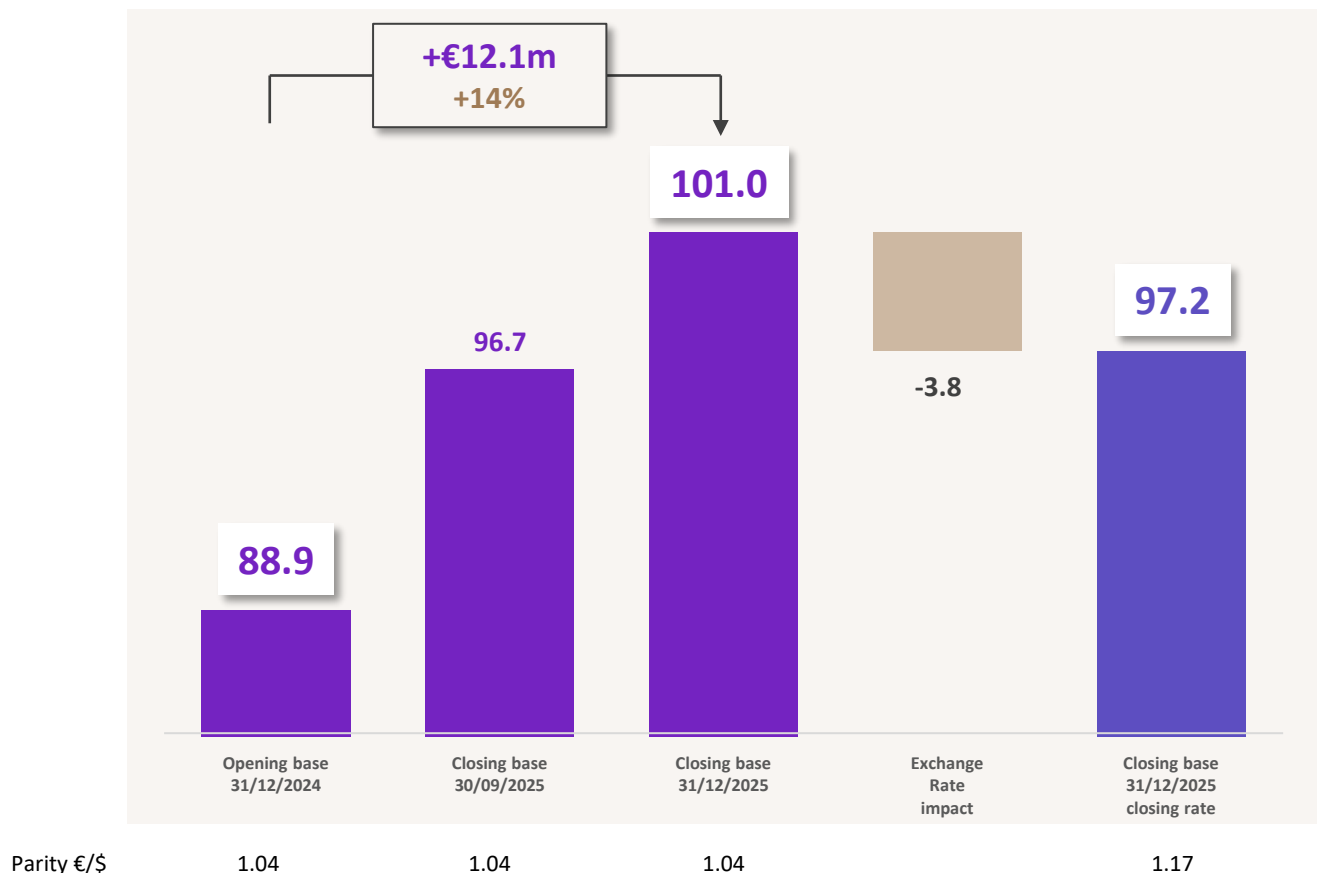
Q4 and 2025 results

ARR growth of 14% after a strong Q4



Annual Recurring Revenues (ARR) of subscriptions

In millions of euros, at actual rates 31/12/2025



ARR growth landed at 14% for the year, at a higher level than the run rate observed in the first 9 months.

Q4 demonstrated a high level of new SaaS subscription on TextileGenesis, Kubix Link, Valia and Launchmetrics.

More than half of the ARR is generated by the recent acquisition of Launchmetrics and TextileGenesis, but the ARR of the internally developed offers is growing more than 14% in 2025.

Using the opening base exchange rate, the ARR reached more that €100m at the end of 2025. Using the 31.12.2025 exchange rates, the ARR published lands at €97.2m.

Q4 and 2025 results

Constant growth of recurring contracts

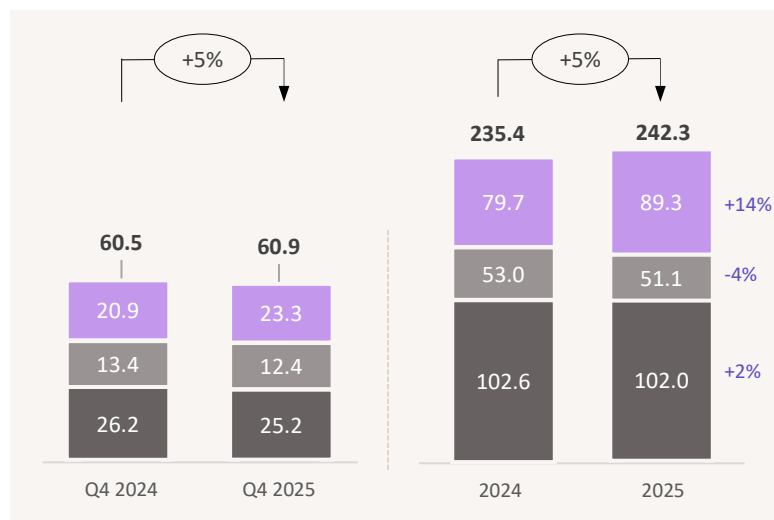
No change of pattern in the consumables and parts activity in Q4



Recurring revenues

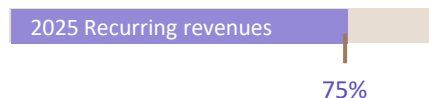
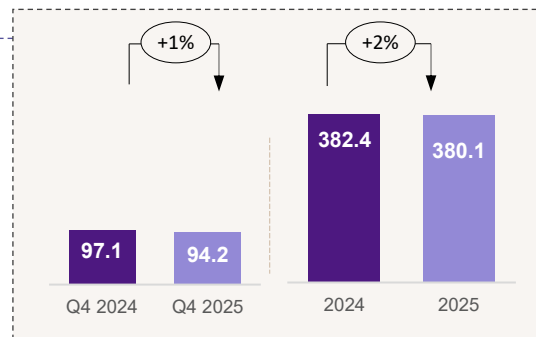
In millions of euros

Recurring contracts



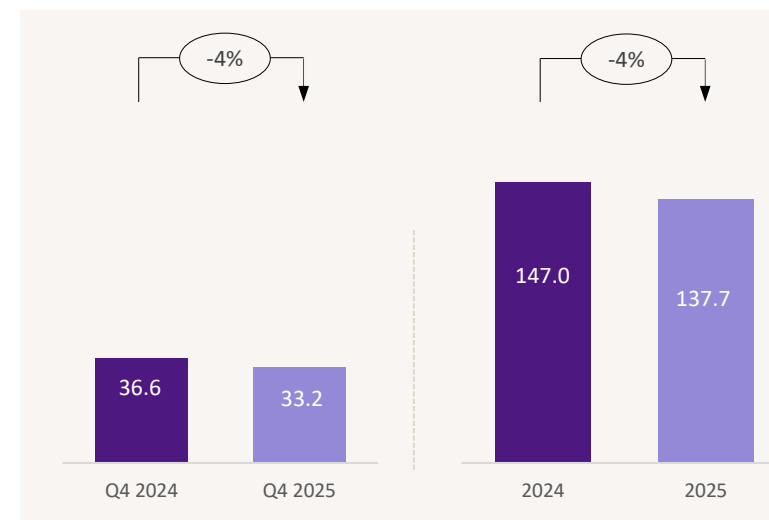
The revenues from recurring contracts is driven by SaaS subscriptions, which continue to grow at double-digit rates, while the software maintenance contract are slowly eroding.

Revenues from equipment maintenance contracts still growing despite unfavorable market conditions.



- SaaS subscriptions
- Software maintenance contracts
- Equipment maintenance contracts

Consumables and parts



The decline in sales of consumables and parts remains limited in a challenging macroeconomic context.

The fourth quarter did not demonstrate any change of momentum.

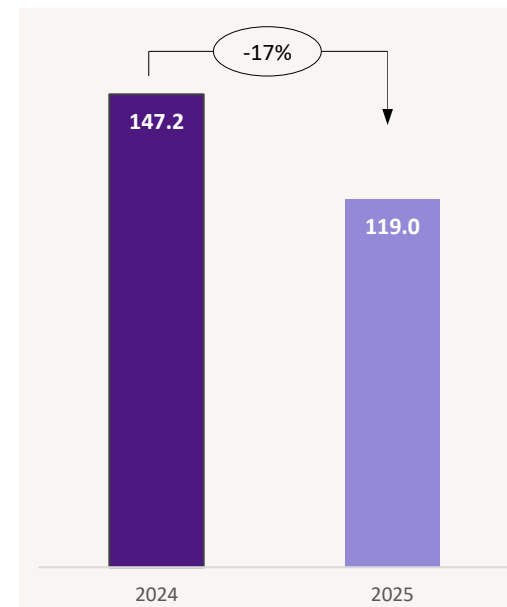
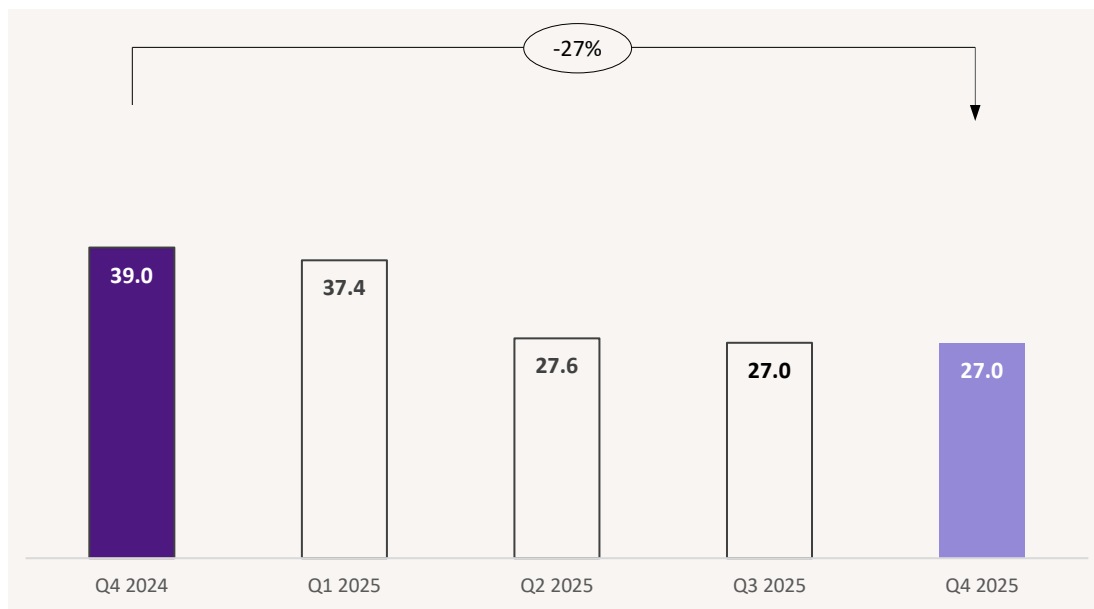
Q4 and 2025 results

Stable orders of new systems in value during the last three quarters



New systems orders*

New orders of perpetual software licenses, equipment, training and consulting
In millions of euros



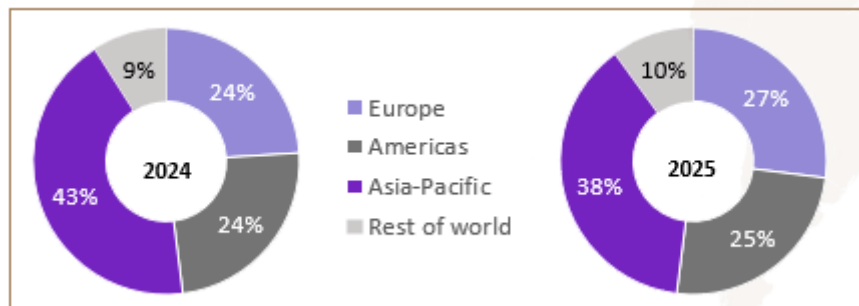
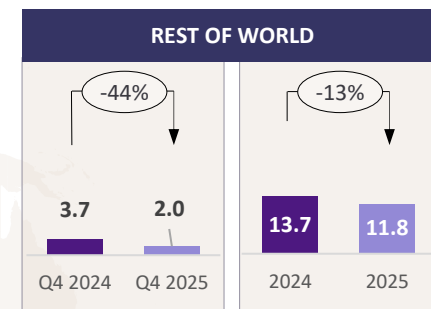
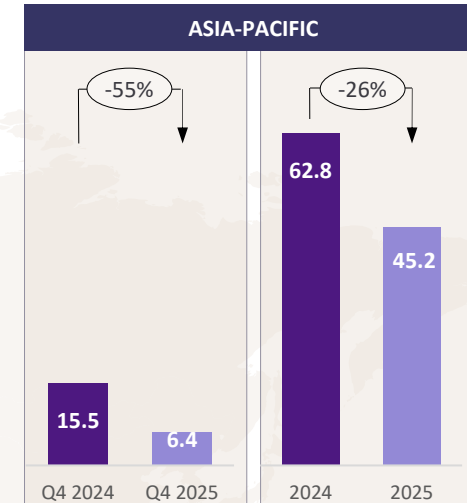
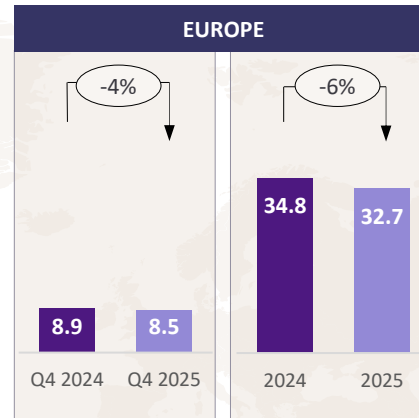
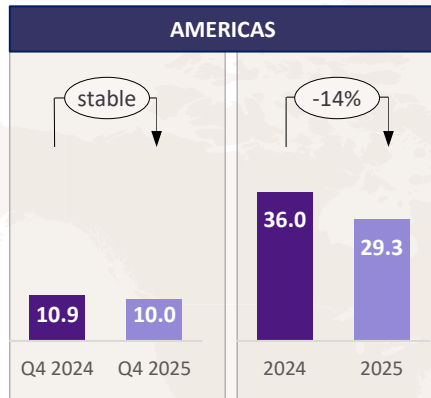
Q4 new system orders remain close in value to the amounts recorded in the previous quarters, with no rebound in activity. As Q4 2024 was still a strong reference base with no tariffs trade war, the decrease is 27%.

*the amount of orders for each quarter is at actual rate

Q4 and 2025 results

Sharp decrease in Asia-Pacific in Q4, while Americas and Europe are stable

New orders of perpetual software licenses, equipment, training and consulting
In millions of euros



The announcements regarding tariffs in the summer, and the following discussion in the fall have not clarified the situation, and the customers hesitation still affects our activity, marked by a strong decrease in Asia-Pacific and more specifically in China.

In “rest of world”, growth comes from a limited number of clients and countries.

Q4 and 2025 results

Automotive orders particularly weak in Q4

Fashion and Furniture orders trends in Q4 in line with the rest of the year

Recurring activity

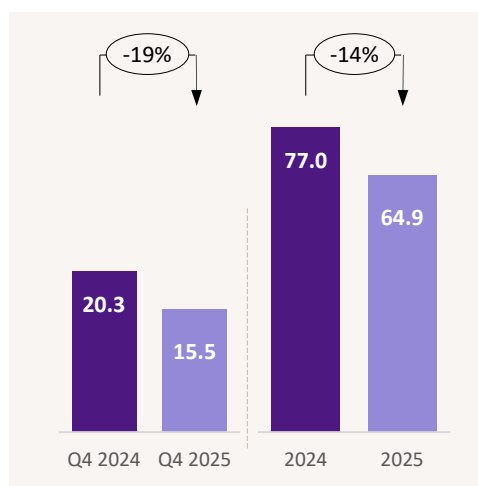
Non-recurring activity

Group P&L

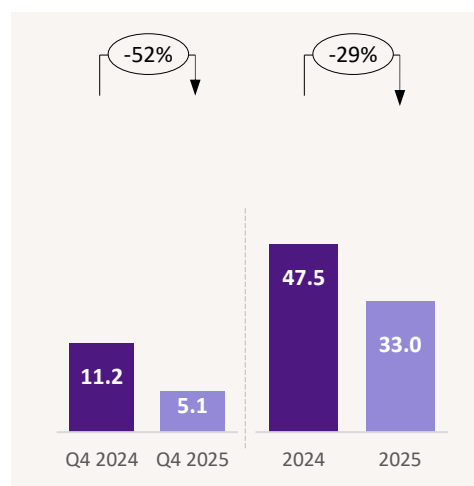
New systems orders

New orders of perpetual software licenses, equipment, training and consulting
In millions of euros

Fashion



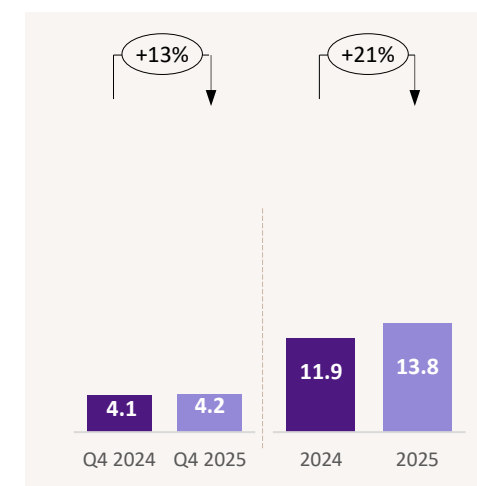
Automotive



Furniture



Other industries



Orders in Automotive are quite weak in all regions, with a particularly low Q4 in Asia-Pacific.

In Fashion, after a steep drop in Q2 due to the tariffs' announcement, the level of activity is down in Q3 and Q4, with no further degradation in Q4.

Furniture market sector remains with weak level of demand, decrease one third compared with prior year.

Other industries include various market sectors using composite materials. These industries are facing less budget constraints and represent twice as many orders as the furniture industry in 2025.

Q4 and 2025 results

Non-recurring revenues decreased 12%

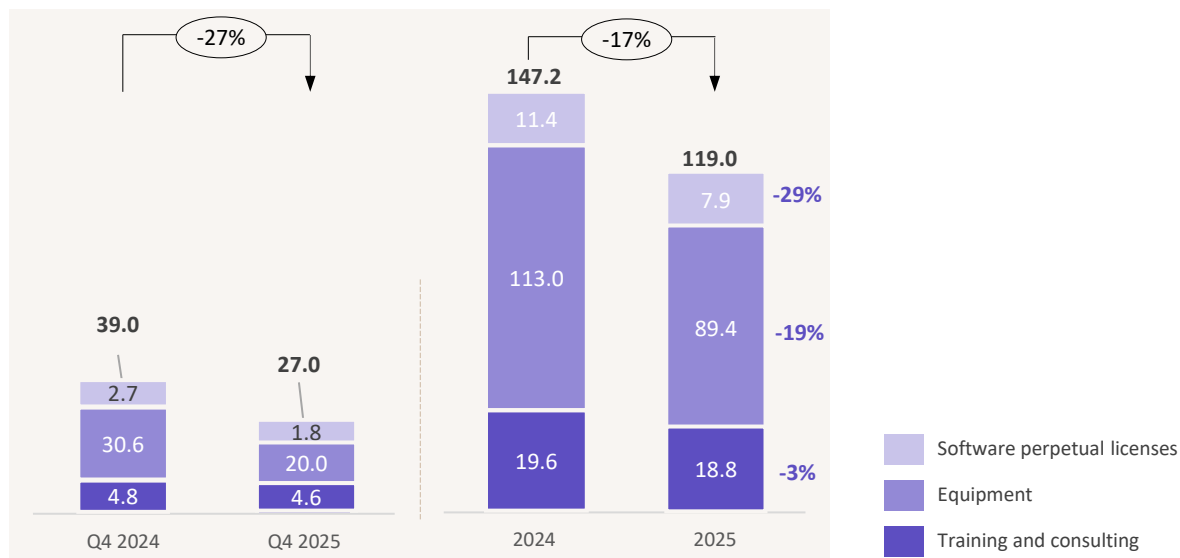
Recurring activity

Non-recurring activity

Group P&L

New systems orders

New orders of perpetual software licenses, equipment, training and consulting
In millions of euros



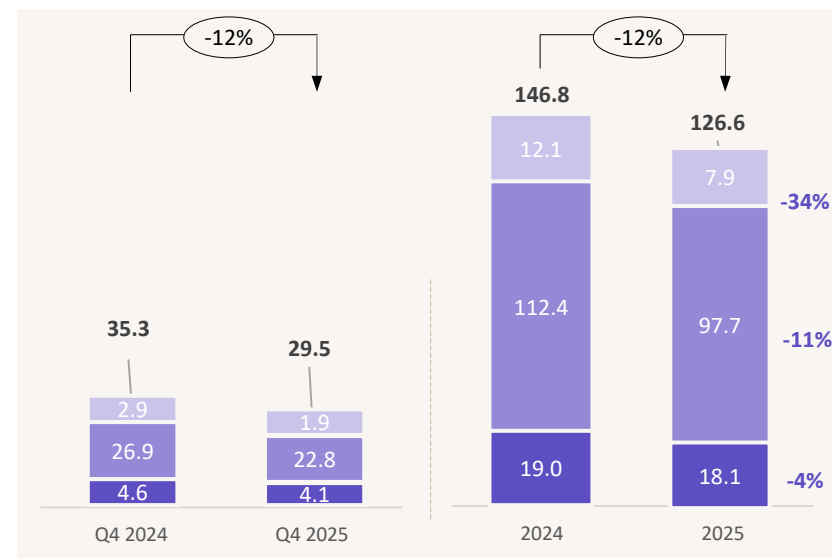
Software perpetual licenses are decreasing by one third, a logic consequence of the business model's transition to SaaS.

Equipment orders are close to 20% decrease, resulting from the market uncertainties on tariffs and consumption.

Training and consulting orders are nearly stable, more than half of this activity being now triggered by SaaS subscription sales.

Non-recurring revenues

In millions of euros



The software and consulting revenues decreases are in line with the orders evolution of the year.

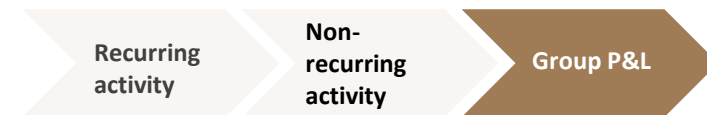
The equipment revenues decrease of 11% is lower than the orders decrease of 19%, leading to an important decrease of the order backlog at the end of 2025.

Total backlog amounts to €23.2m at year end, a decrease of €11.8m compared to the beginning of the year.

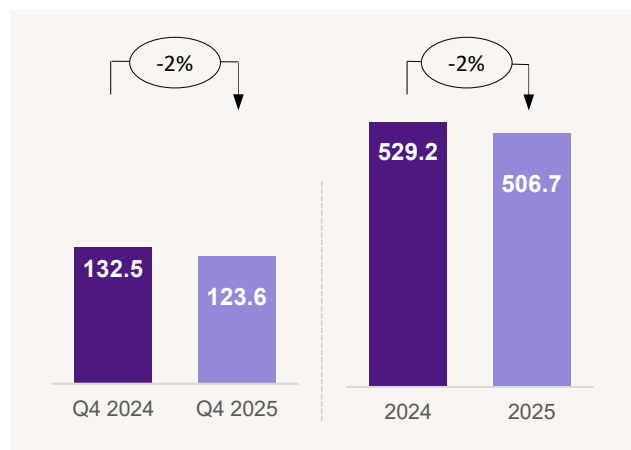
Q4 and 2025 results

Increase in gross margin rates, strict control of overhead costs

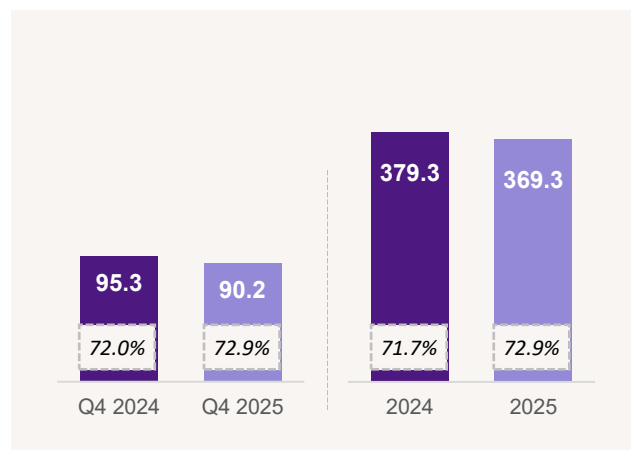
In millions of euros



Total revenues -----



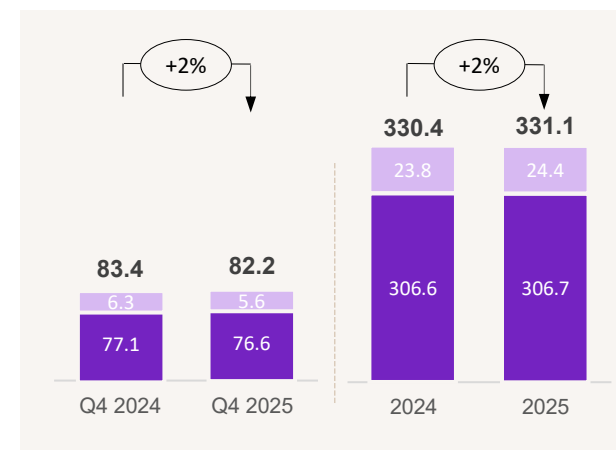
Gross margin -----



Gross margin rates are increasing on all product lines. Despite limited volume, reduction of production teams and stable discount rates enable to maintain gross margin rates.

Overhead costs* -----
(Fixed and variable)

Fixed
Variable



Strict control of overhead costs enabled to be flat at current exchange rate and 2% increased at comparable rates. Inflation was compensated by headcount reduction and cost control.

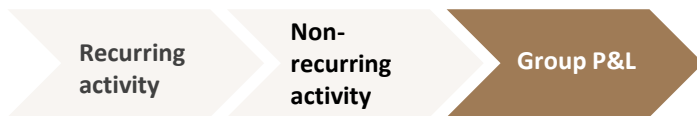
= In % of revenues

* 96% of fixed costs are covered by the margin of recurring activity in 2025 (95% in 2024)

Q4 and 2025 results

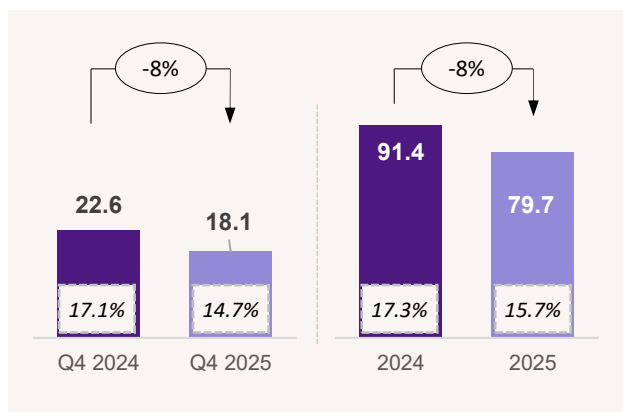
EBITDA before non-recurring items of nearly €80m

In millions of euros



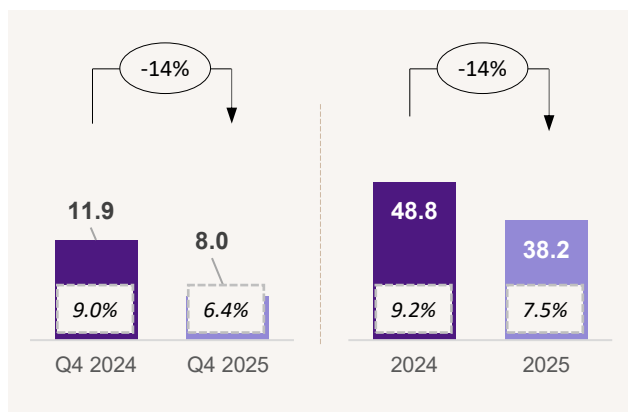
EBITDA

before non-recurring items



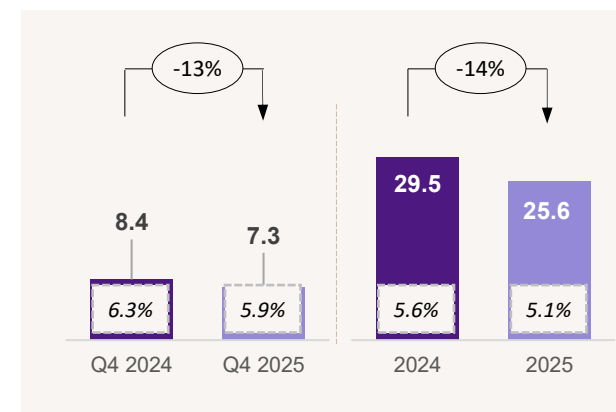
Income from operations

before non-recurring items



Net income*

before non-recurring items



Net income in 2025 includes a negative one-off related to idle lease in New York City, and a positive one-off on Launchmetrics differed tax assets.

= In % of revenues

*variation at actual rate

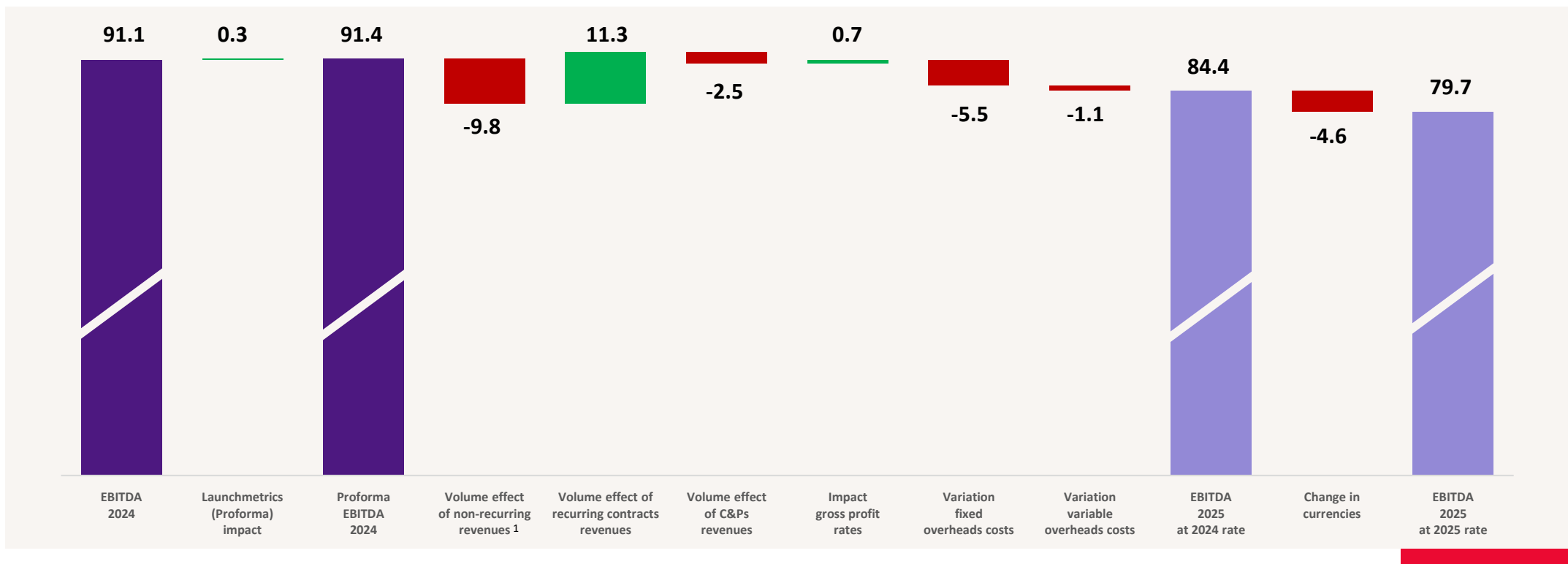
Q4 and 2025 results



Recurring contracts growth partially offsets the negative impact of the decline in equipment and the increase in fixed costs

Evolution of EBITDA before non-recurring items 2024-2025

In millions of euros

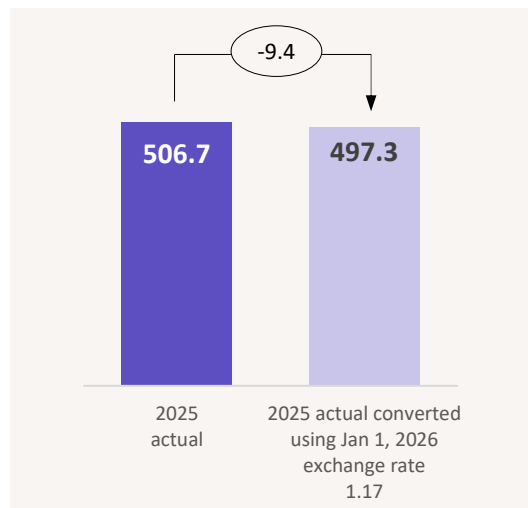


Q4 and 2025 results

Conversion of 2025 results using January 1st, 2026 exchange rate

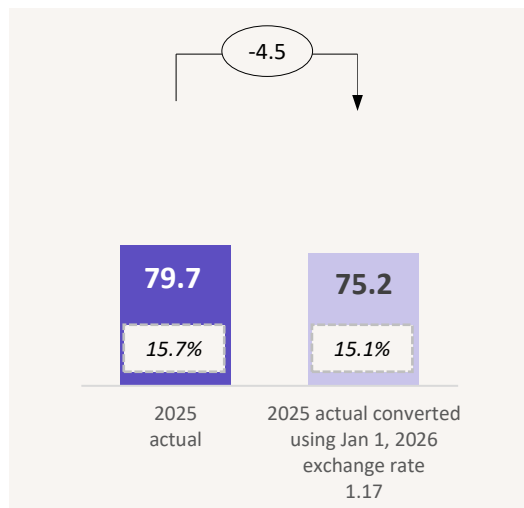
In millions of euros

Revenue

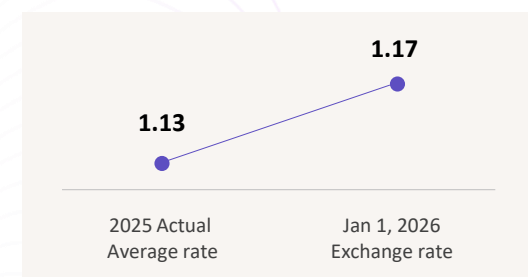


EBITDA

before non-recurring items



€/ \$ Parity evolution



The company has based its 2026-2028 roadmap assumptions on the exchange rate of the 1st of January 2026, which for the €/ \$ parity is 1.17.

The conversion of the actual results of 2025 using these rates results in a reduction of €9.4m of the revenues, €4.5m of the EBITDA, and the EBITDA margin before non-recurring items is 15.1%

Regarding seasonality in 2025, both Q1 and Q2 showed a higher level of non-recurring revenues originating from orders placed in Q4 2024 and Q1 2025, respectively.

Q4 and 2025 results

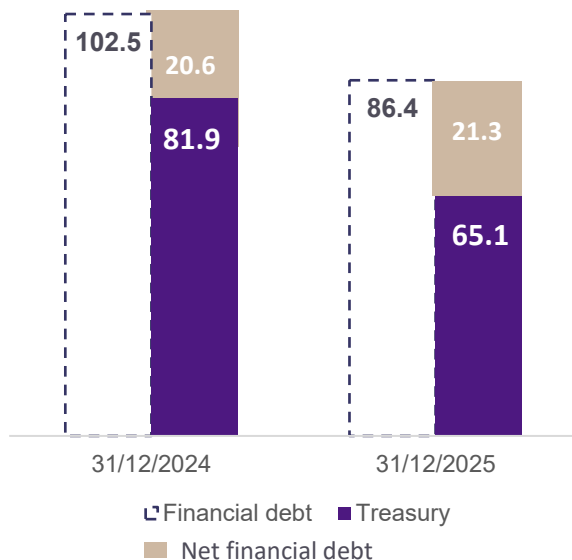
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Balance sheet December 2025

Limited financial debt

Debt

In millions of euros



During 2025, the Group cashed out:

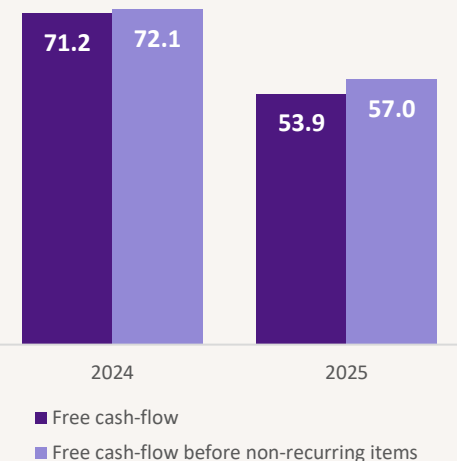
- €20.5m for the second tranche of Launchmetrics' capital, €1.7m for the acquisition of Glengo (Turkey) in the first half, and €3.3m for the acquisition of Neteven in Q3
- €15.2m of dividends
- €16.1m of loan and interests' reimbursement

The Group generated €57.0m of free cash-flow before non-recurring items.

2025 Free cash-flow

Another year of strong cash-flow generation and negative working capital

In millions of euros

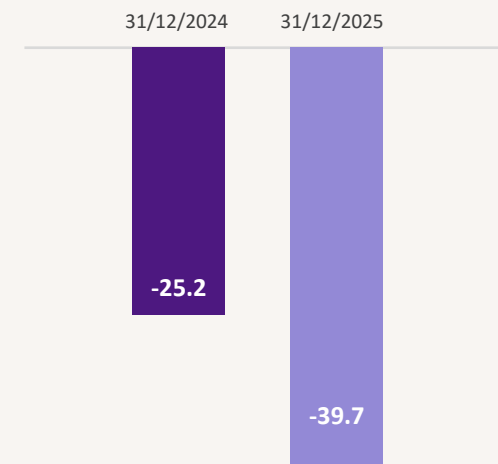


Free cash-flow before non-recurring items stands at €57.0m (€72.1m in 2024). Despite unfavorable macro-economic conditions, the Group managed to collect receivables and limit overdues while reducing inventories and financing its IT projects.

After the cash reimbursement of €3.1m related to the ongoing dispute with the tax authorities over the R&D Tax credit, the free cash-flow before non-recurring items amounts to €53.9m.

The working capital requirement on December 31, 2025, is negative €39.7m, which remains one of the fundamentals of the Group's business model.

It was negative €25.2m on December 31, 2024.



Evolution of the share price

Evolution from January 1, 2025 to December 31, 2025

In euros, closing price

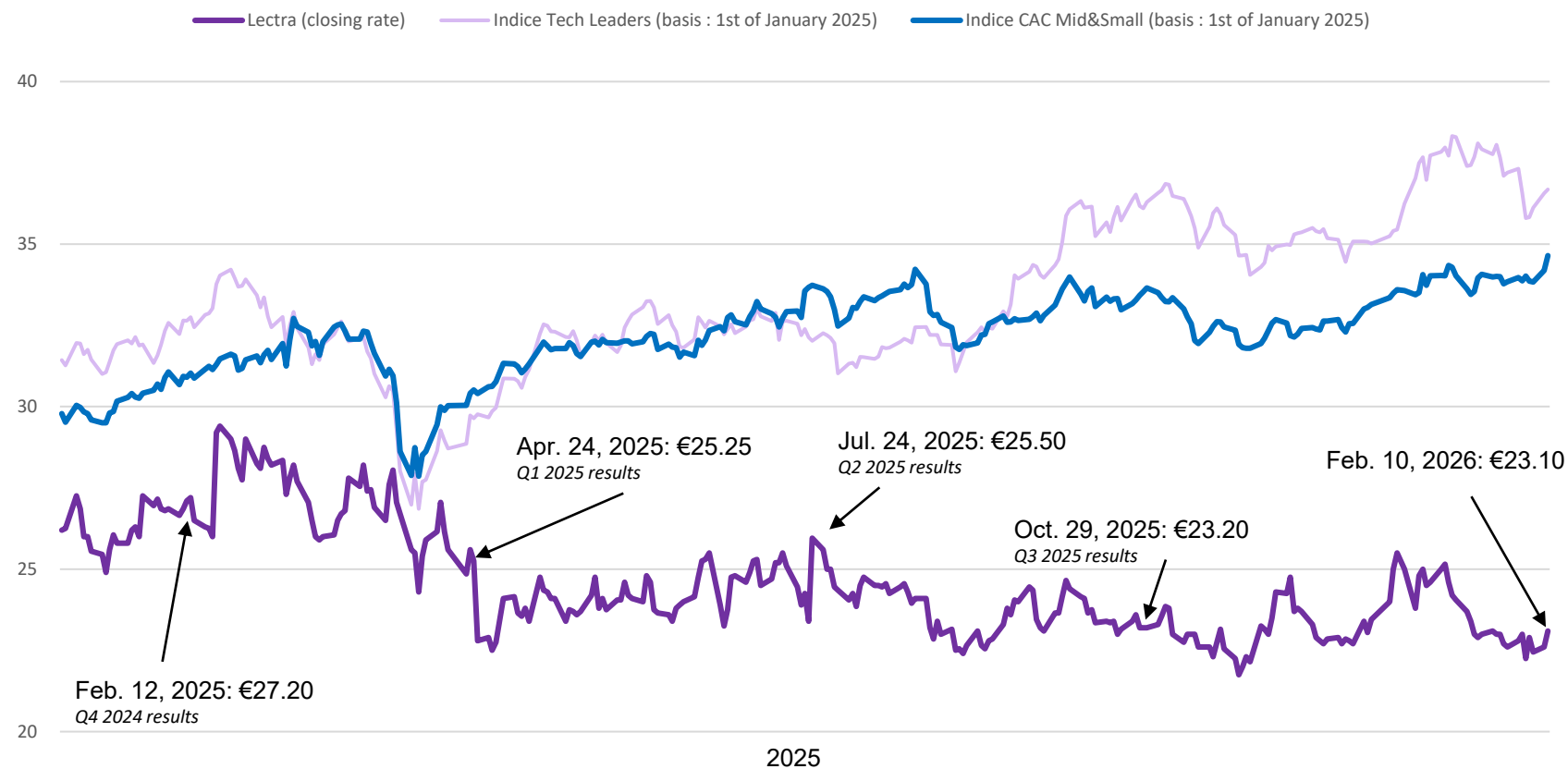
UPDATE ON FEBRUARY 10, 2026

| | |
|---------------------|---------|
| ■ Share price: | €23.10 |
| ■ Market cap.: | €879.3m |
| ■ Enterprise Value: | €860.5m |
| ■ EV/2025 Revenues: | 1.7x |
| ■ EV/2025 EBITDA: | 10.8x |

CAPITAL TRADED ON EURONEXT

| | |
|---------|---------|
| ■ 2025: | €170.6m |
| ■ 2024: | €114.4m |

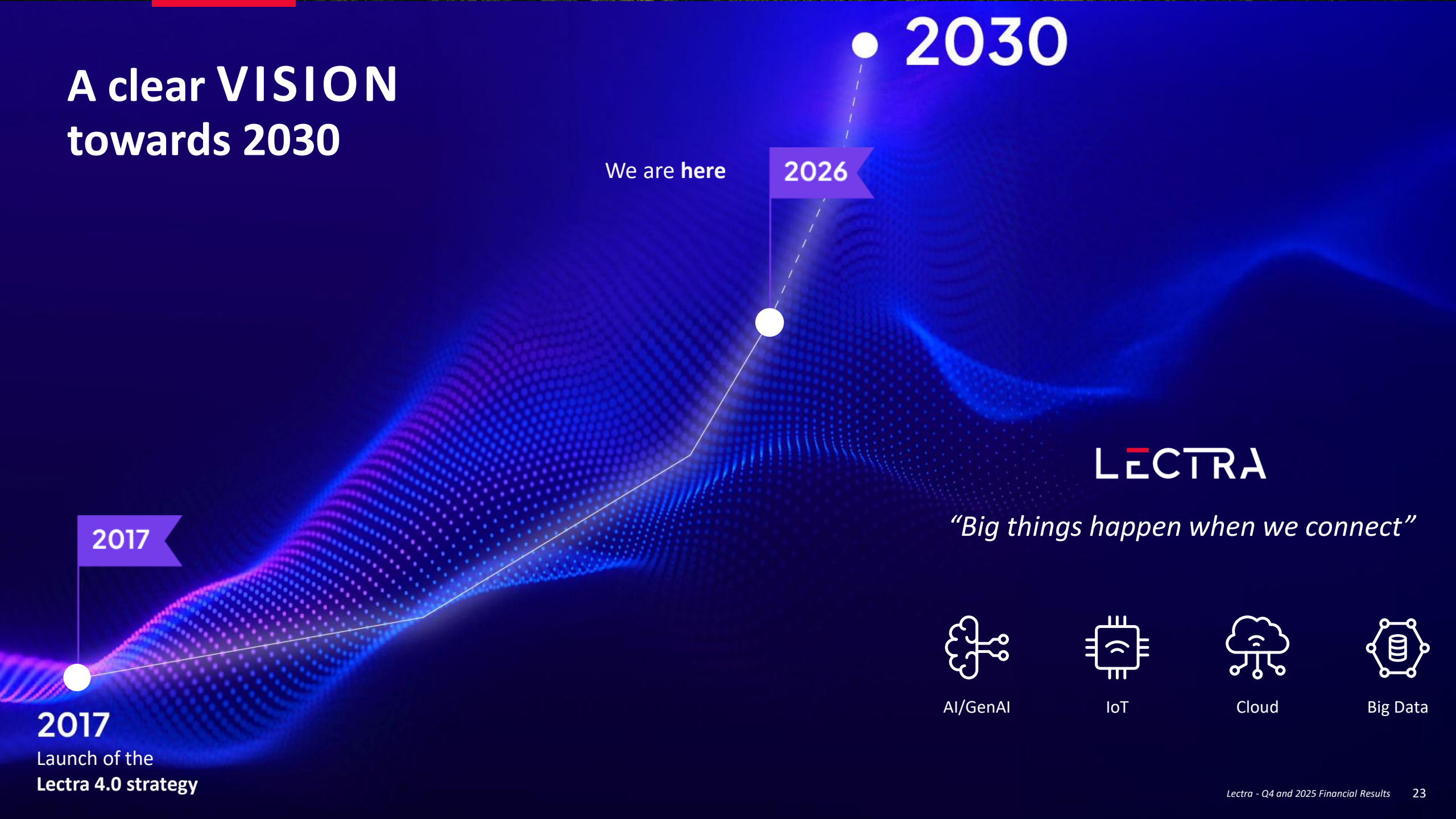
Volume traded on Euronext represents 33% in 2025 and 26% in 2024 of the total volume traded on all listing platforms.
(source Bloomberg).



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A clear VISION towards 2030

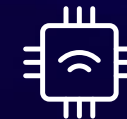


2017

Launch of the
Lectra 4.0 strategy



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

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

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

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

LECTRA VALUE

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



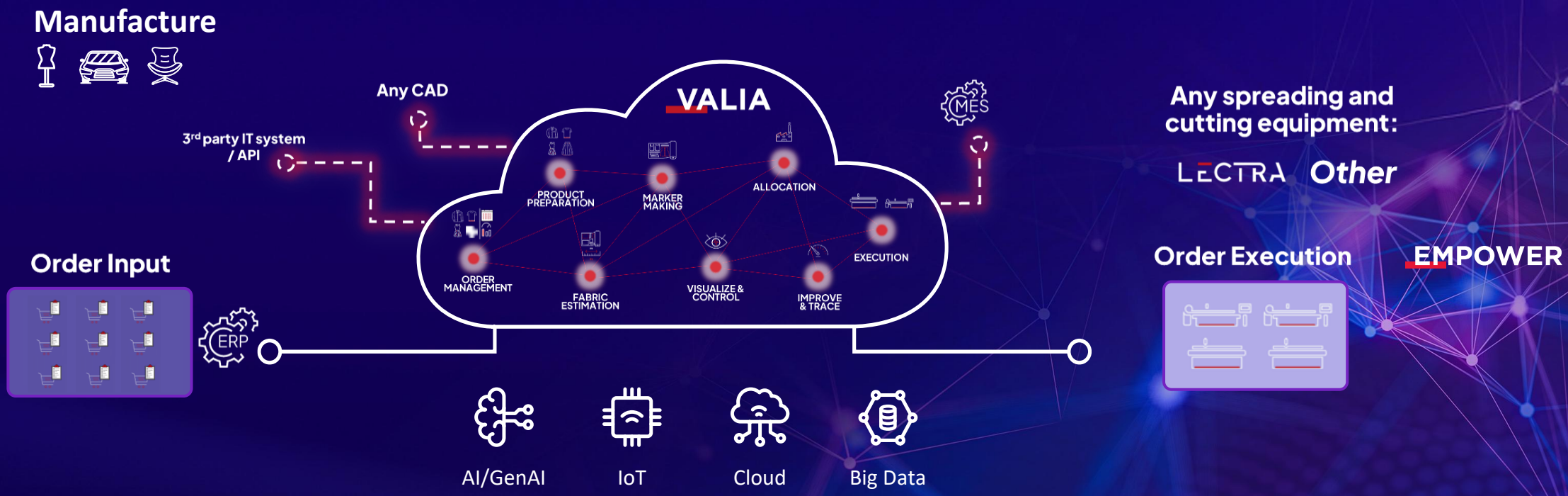
Achieve operational excellence and maximize profitability



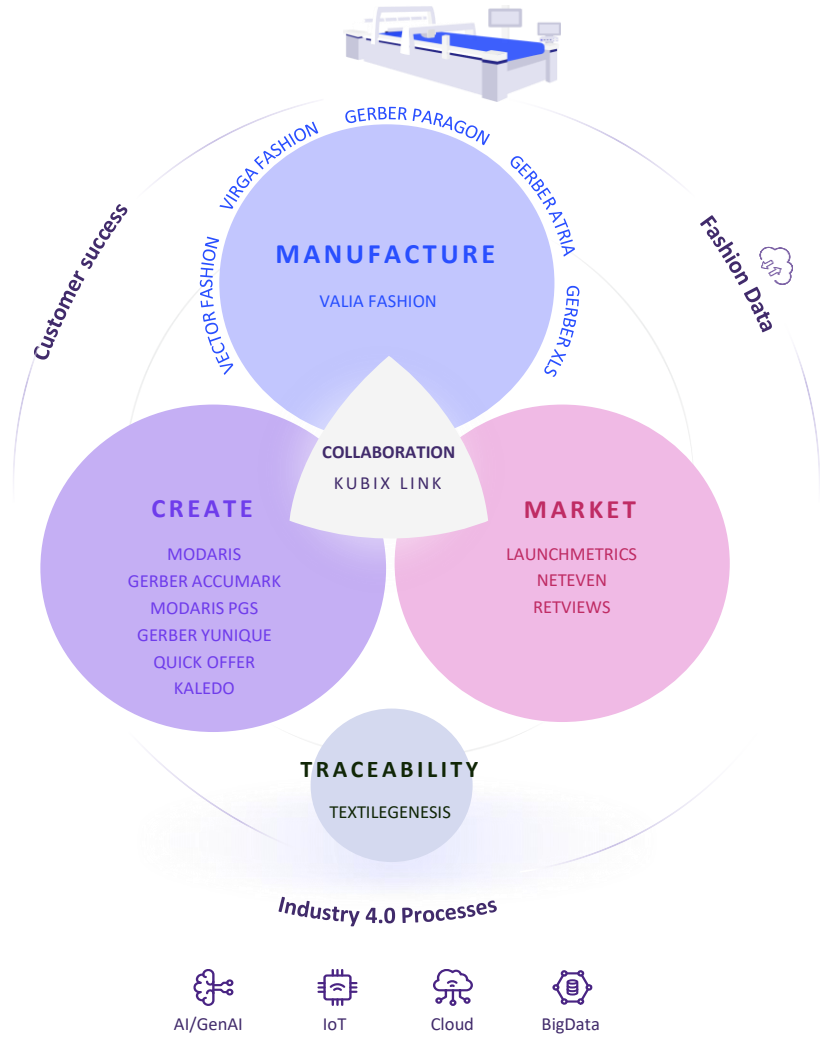
Automate production flows and manage complexity



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

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 on a daily basis



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

€0m

December 31, 2016

vs

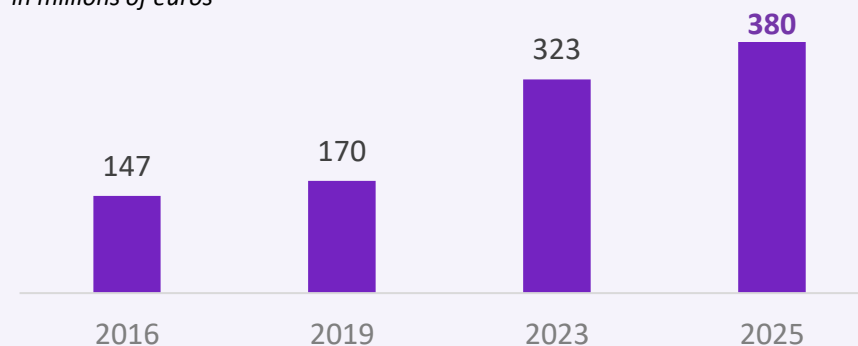
€97.2m of ARR

*At actual rates
December 31, 2025*

Recurring revenues

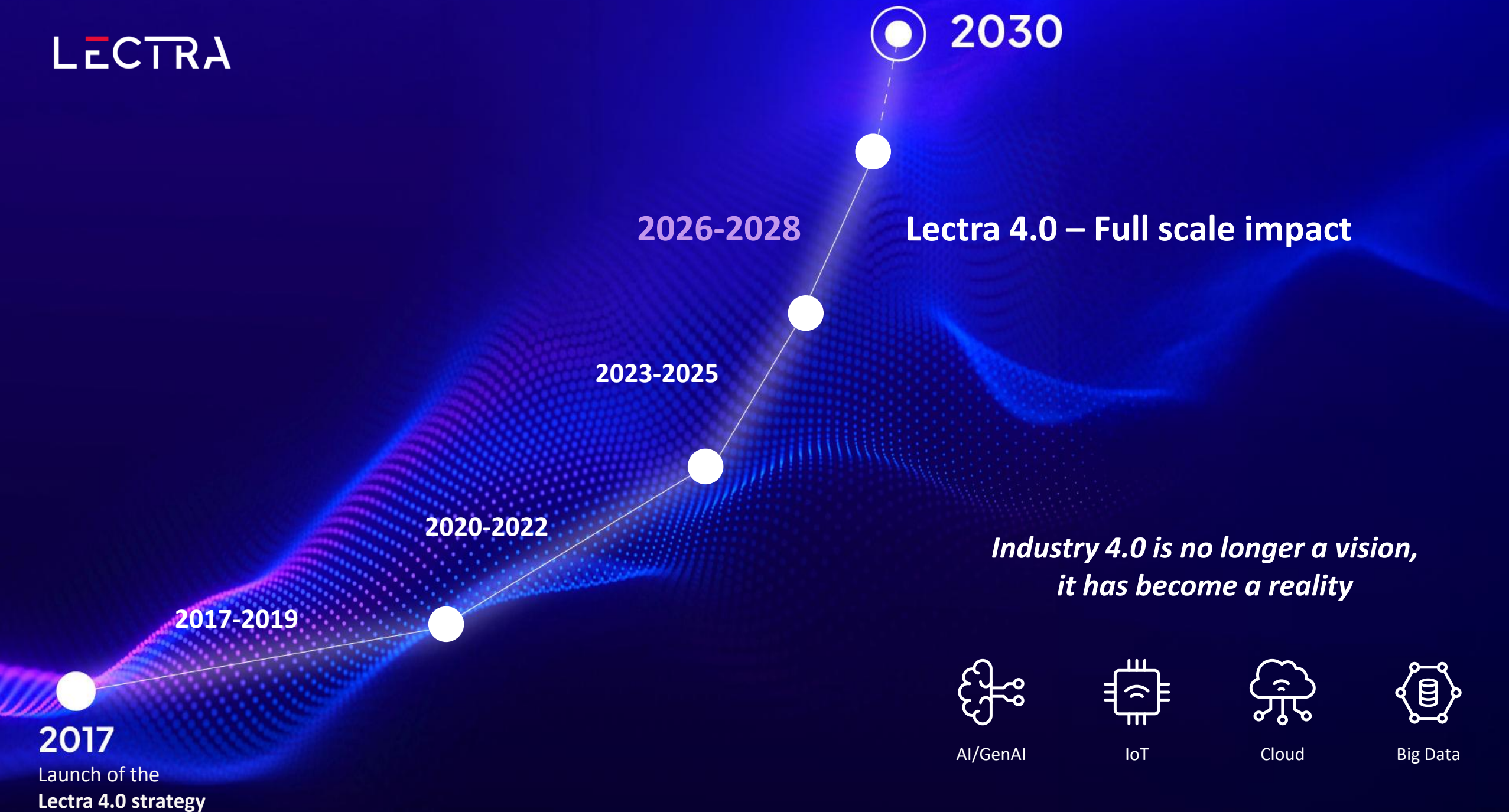
in millions of euros

**75% of total
revenues**



Q4 and 2025 results

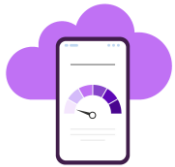
- Key highlights and evolution of Lectra's markets
- Q4 2025 and 2025 results
- Balance sheet and free cash-flow
- Lectra today
- **2026-2028 Strategic roadmap**
- 2026-2028 Financial objectives



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

1

2

3

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

1

2

3



"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



"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



"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



"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





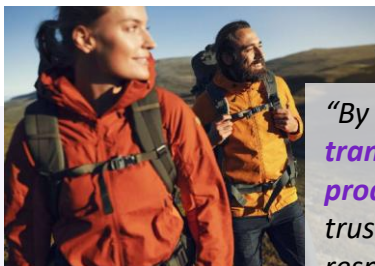
Proven impact with Lectra's SaaS: trusted by industry leaders

1

2

3

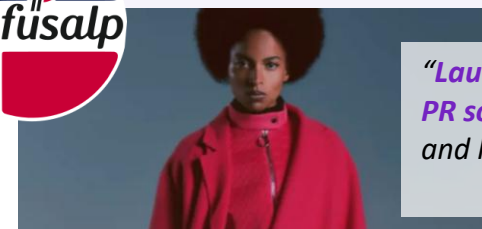
FENIX
OUTDOOR International AG



TextileGenesis
a LECTRA company

"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."

LAUNCHMETRICS
a LECTRA company

Justine Provent
Head of PR & Social Media, Fusalp



B
BOGGI
MILANO

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

★★★★★

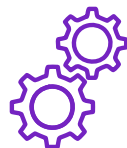
Driving efficiency through standardization and simplification

1

2

3

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

1

2

3



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

Q4 and 2025 results

- Key highlights and evolution of Lectra's markets
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- **2026-2028 Financial objectives**

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