Q3 and 9M 2025 Financial Results

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LECTRA

Q3 and 9M 2025 Financial Results

Key highlights and evolution of Lectra's markets

"The global economy is adjusting to a landscape reshaped by new policy measures. Some extremes of higher tariffs were tempered, thanks to subsequent deals and resets. ***But the overall environment remains volatile****, and temporary factors that supported activity in the first half of 2025—such as front-loading—are fading."*

IMF, October 2025

Key highlights and evolution of Lectra's market

Nine months of tariff turmoil: a volatile trade landscape

For context purpose only, not exhaustive

January-March

Initial tariff hikes

- **Feb 4:** +10% on all Chinese goods (under IEEPA)
- **Mar 4:** +10% additional IEEPA tariff → total +20% on Chinese goods.
- +25% on non-USMCA* compliant imports from Canada & Mexico
- **Mar 12:** +25% on steel & aluminum (section 232)
- **Mar 26:** +25% on imported cars (from Apr 3) and auto parts (from May 3)

**USMCA: U.S.–Mexico–Canada Agreement.*

April-May

Escalation and global response

- **Apr 2:** "Liberation day" =>
  High reciprocal tariffs on main trade partners (China +54 %, Vietnam +46 %, EU +20 %, Taiwan +32 %, South Korea, +25 %, Japan +24 %, …)
- **Apr 9:** Reciprocal tariffs delayed for 90 days; during this period, a +10% universal tariff applies to all imports from affected countries
- **Apr–May:** Tariff escalation with China
- **May 8:** US-UK Trade Deal, 10% tariffs on British exports to the USA
- **May 14:** 90-day US–China Tariff Pause
  - US tariffs on Chinese goods:
    Reduced from +145% to +30% (10% reciprocal + 20% IEEPA fentanyl tariff).
    Section 301/232 tariffs remain and stack for some products
  - China tariffs on US goods:
    Reduced from +125% to +10%.

June-July

Bilateral deals and adjustments

- **Jun 4:** Section 232 tariffs doubled → from +25% to +50% on steel and aluminum
- **Jul 2:** US-Vietnam Trade Deal. +20% tariffs on Vietnamese exports to the USA, +40% on trans-shipped goods
- **Jul 8:** Reciprocal tariffs postponed to Aug 1 and readjusted for certain countries
- **Jul 14:** US-Indonesia Trade Deal +19% tariffs on Indonesian exports to the USA
- **Jul 22:** US-Japan Trade Deal 15% tariffs on Japanese exports to the USA (on most product categories). The 27.5% tariff on automotive sector reduced to 15%
- **Jul 27:** US-EU Trade Deal 15% tariffs on European exports to the USA (on most product categories). Automotive sector tariff reduced to 15%
- **Jul 30:** US-South Korea Trade Deal +15% tariffs on Korean exports to the USA. Automotive sector tariff reduced to 15% => pending

July-October

Sanctions and extensions

- **Jul 30:** US sanctions against Brazil. Brazilian exports subject to tariffs of +50% (10% additional + 40% "free speech")
- **Aug 17:** Extension of steel and aluminum tariffs to 407 products
- **Aug 27:** India hit with +50% (+25% reciprocal +25% Russia-related sanctions)
- **Sep 29**: New tariffs on upholstered furniture (non-cumulative, except for China):
  - 25% starting October 14, 2025
  - 30% starting January 1, 2026
- **Oct 10**: The U.S. administration threatened to impose tariffs exceeding 100% on all Chinese imports starting November 1
- **Oct 25**: Additional 10% announced on Canadian imports by the U.S. government
- …..

Various sources, including White House Executive Orders, Trade Compliance Resource Hub, European Commission, …

Note: Tariffs under trade agreements may combine with other measures (e.g., Section 301, Section 232, International Emergency Economic Powers Act – IEEPA). When combined, rates are cumulative, so the effective tariff can exceed the announced rate. This is reflected by the "+" in the illustration. Numerous exemptions also apply, which can significantly alter the actual impact.

Key highlights and evolution of Lectra's market

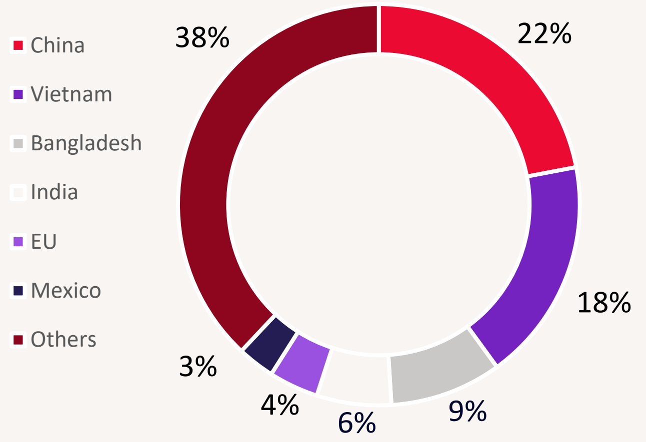
US tariffs potentially triggering major shift across Lectra's markets

Fashion

US Fashion industry reliant on imports

Imports **98%** of clothing and **99%** of footwear

2024 US apparel import value (% share)



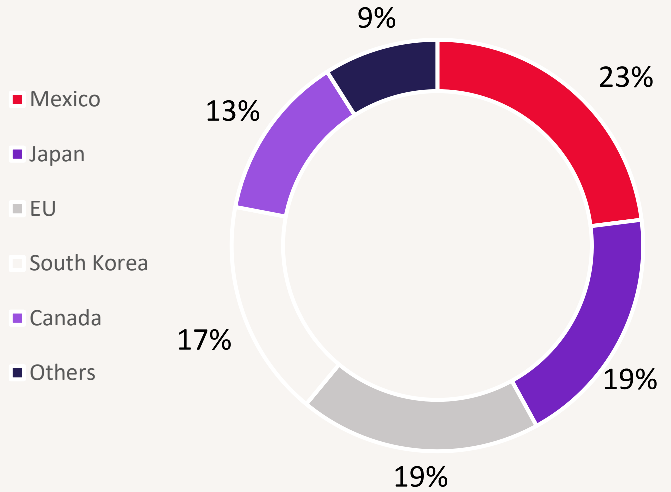
Source: OTEXA. Apparel: Knitted apparel (chapter 61) and woven apparel (chapter 62)

Automotive

Global auto industry under pressure

45% of vehicle sold in the US in 2024 were imported

2024 US auto (cars) import value (% share)



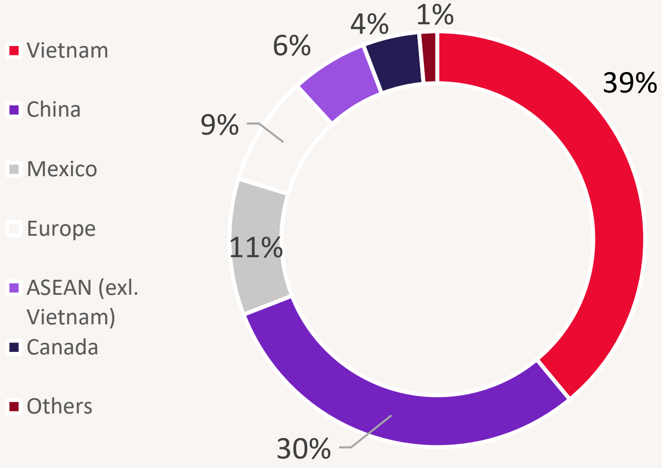
Source: Goldman Sachs / S&P Global, April 2025

Furniture

The US and Asia are interdependent

Imports account for 40% of the upholstered furniture consumption in the US

2024 US upholstery furniture import (% share)



Source: CSIL report 2025

Share of apparel exported to the US

(in value, in 2024)*

China: **23%** | Vietnam: **38%** | Bangladesh: **18%**
India: **33%** | EU: **12%** | Mexico: **91%**

**Bangladesh and India: April 2024 to April 2025*
**EU and Mexico: as of October 2024*

Share of vehicles exported to the US

(in value, in 2024)*

Mexico: **80%** | Japan: **28%** | EU: **15%**
South Korea: **50%** | Canada: **94%**

**Canada: in value in 2023*

Share of upholstery exported to the US

(in value, in 2024)*

Vietnam: **82%** | China: **29%**
Mexico: **91%** | Canada: **97%**

Italy: 15%, Malaysia: 38%, Indonesia: 34%

Key highlights and evolution of Lectra's market

Fashion: widened China–Asia gap but no shift in cost dynamics among major Asian sourcing hubs

The application of additional tariffs varies by country

Chapters 4202, 50-65: Leather, textiles, apparel, footwear and hats

Ranking*	Country	Average Rate (2024)	Additional Rate (effective as of sept 5.)	New Rate
1	**China**	19%	30%	**49%**
2	**Vietnam**	16%	20%	**36%**
3	**India**	10%	50%	**60%**
4	**Bangladesh**	16%	20%	**36%**
5	**Indonesia**	15%	19%	**34%**
6	**Cambodia**	12%	19%	**31%**
7	**Mexico**	1%	0%**	**1%**
8	**Italy**	11%	4%	**15%**
9	**Pakistan**	12%	19%	**31%**
10	**Turkey**	9%	15%	**24%**

+ 3%

+ 13%

Source: information retrieved from American Apparel & Footwear Association (AAFA), as of August 4, 2025; figures are rounded for clarity

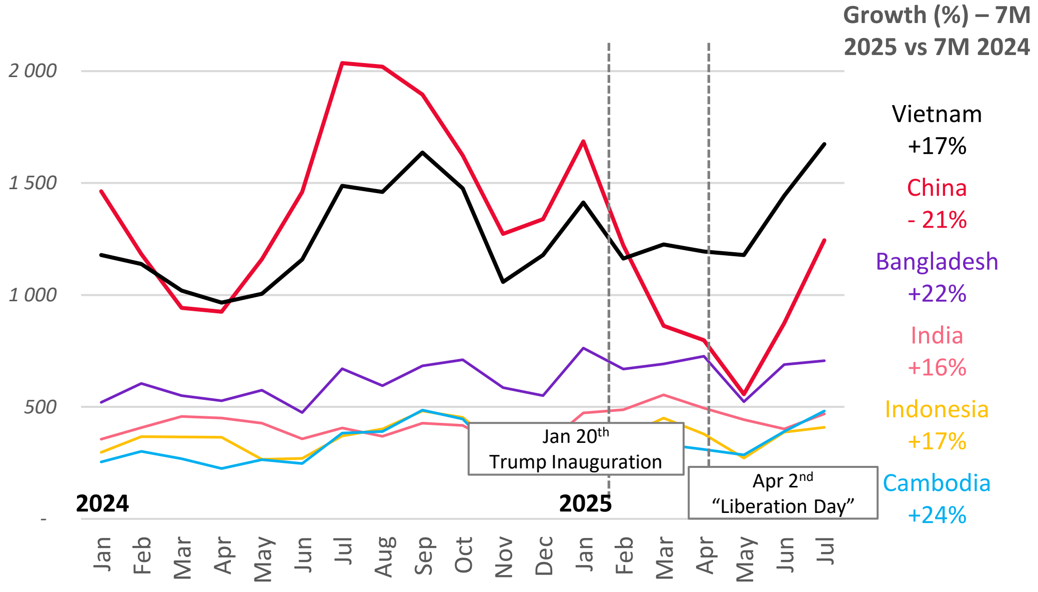
**Ranking is based on 2024 US imports in terms of value*
***if complies with USMCA agreement*

Key highlights and evolution of Lectra's market

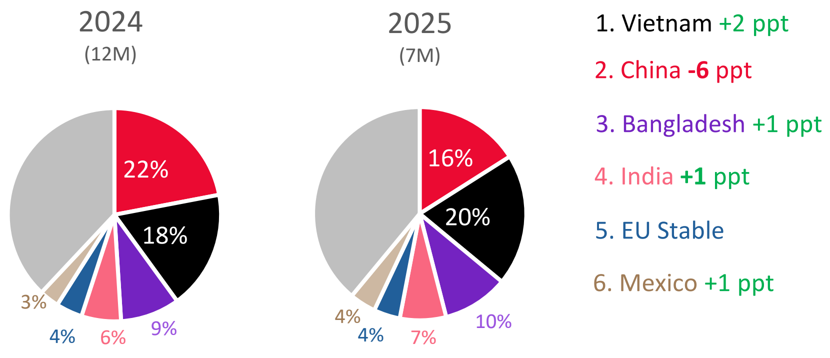
Fashion: China's garment industry under pressure amid tariff shift

2025

US Apparel import
In millions of US dollars



Top suppliers of US garment import share
(in value)



Q3/9M

- **Shift from China**: other Asian hubs gain; Vietnam leads.
- **Price effect**: China's -10% unit price drop drove export value decline (volume only -12%).
- **No reshoring**: no clear sign of reshoring to the US.
- **China slowdown**: manufacturing industry indicators down in H1 2025 (weak demand, end of tariff rush, retail +3% YoY).

Outlook

Global apparel trade should maintain growth in 2025, but prospects look weaker for 2026

- **US inflation impact** expected from Q4 2025 into 2026.
- **Inventory overstock** may reduce new orders.
- **Tariff-exposed hubs** must diversify markets quickly.
- **SMBs**: Less agile players may localize or face acquisition.

Sources : OTEXA, Inside Sourcing, China national bureau of statisitcs

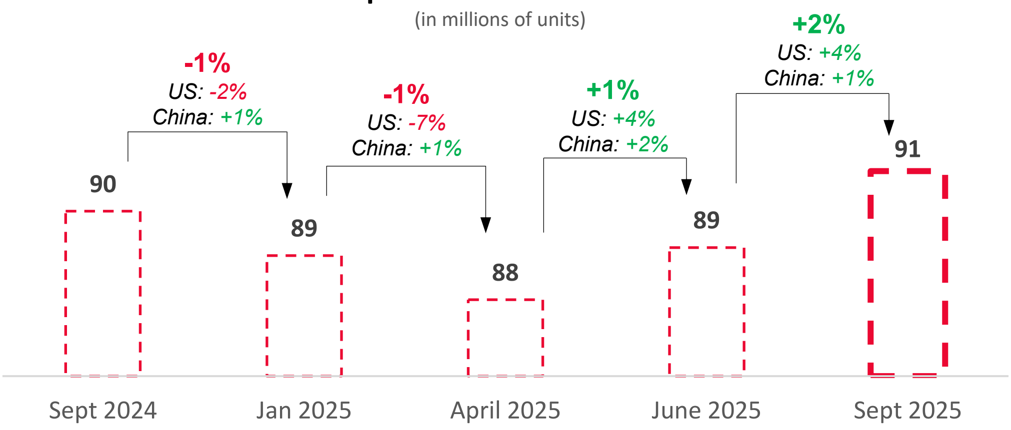
Key highlights and evolution of Lectra's market

Automotive: tariff easing boosts near-term forecasts despite persistent geopolitical strains

2025

Previous production forecasts for 2025

(in millions of units)



Q3/9M

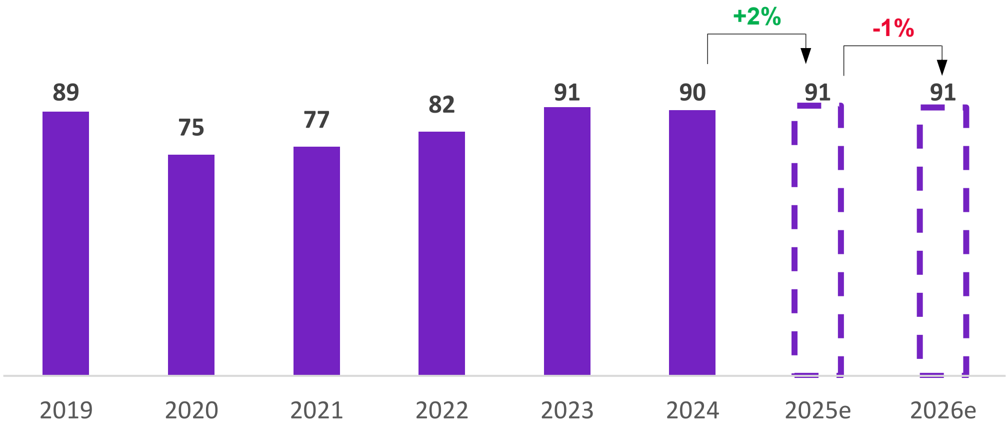
- **Tariff agreements improve outlook**, but Q3 impacts shift to Q4 2025 and 2026.
- **Q3 global production** up 3% vs Q3 2024, driven by China (+6%).
- **Year-to-date** (9M 2025), global production also rose 3%.
- **Europe remains constrained** by US/China export limits and rising competition from Chinese OEMs.

Tariffs as of 24 October, 2025

- 15% – Europe & Japan (ongoing negotiations with South Korea)
- 10% – UK
- 0% – Mexico & Canada (USMCA-compliant)
- 25% – Most other countries

Worldwide production of light vehicles

in millions of units



Outlook

The tariffs may impact light vehicles sales in Q4 2025 and even more in 2026

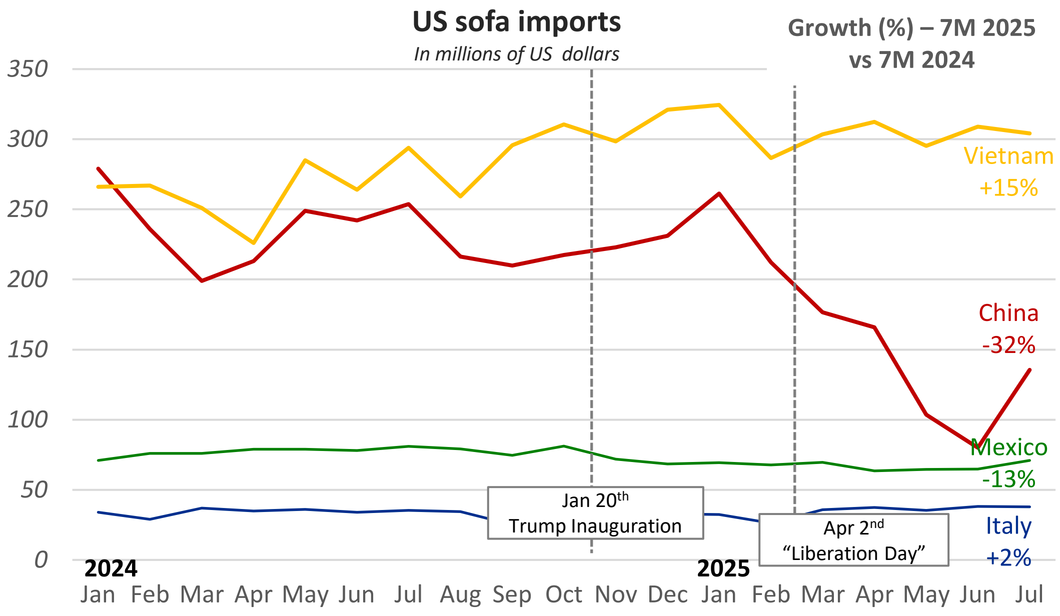
- **Europe**: 2026 to be the 3rd straight year of decline due to trade pressures and tight regulations.
- **China**: despite subsidies and easing tariff tensions, production to soften in Q4 2025 and stay flat in 2026.
- **US**: sales expected to decrease in Q4 and 2026 due to price increases.

Sources: S&P global

Key highlights and evolution of Lectra's market

Furniture: slight recovery in 2025 tempered by uncertainty for 2026

2025



Q3/9M

- **US furniture imports down**: -14% in June, -8% in July.
- **US sourcing of upholstered furniture** has been mainly shifted to Vietnam
- **Strong YoY retail furniture sales in July/August,** continuing the positive 2025 trend : US +5%, UK +4.5%, China +19%, Poland +14%, Italy +2% (inflation adjusted), supported by the housing market and lower borrowing costs.

Outlook

With international trade disrupted, the furniture sector is retreating to domestic markets

- **Short term:** Higher import costs causing margin pressure & price hikes
- **Mid-term:** sourcing diversification, product/material shifts, contract renegotiation, pricing actions
- **Positive forecast on the demand-side despite the global context**
  - Consumption of upholstered furniture: +1% (2025) and +1.6% (2026)
  - But negative international trade for furniture: -4% (2025) and -1% (2026)
- **Key risks to monitor**
  - Housing market drives furniture demand
  - Inflation and interest rates may rise
  - Housing slowdown could dampen demand

Tariffs as of 24 October, 2025

- 25% on upholstered furniture (rising to 30% Jan 2026)
- UK, Japan, EU: exempt
- China: tariffs cumulative with previous measures

Source: CSIL 2025, USITC, US Census Bureau, National Bureau of Statistics of China, Polish Statistics, Office for National Statistics

Q3 and 9M 2025 results

A limited decrease in revenues and an EBITDA margin of over 16% for the first nine months of 2025

Q3 and 9M 2025 Financial Results

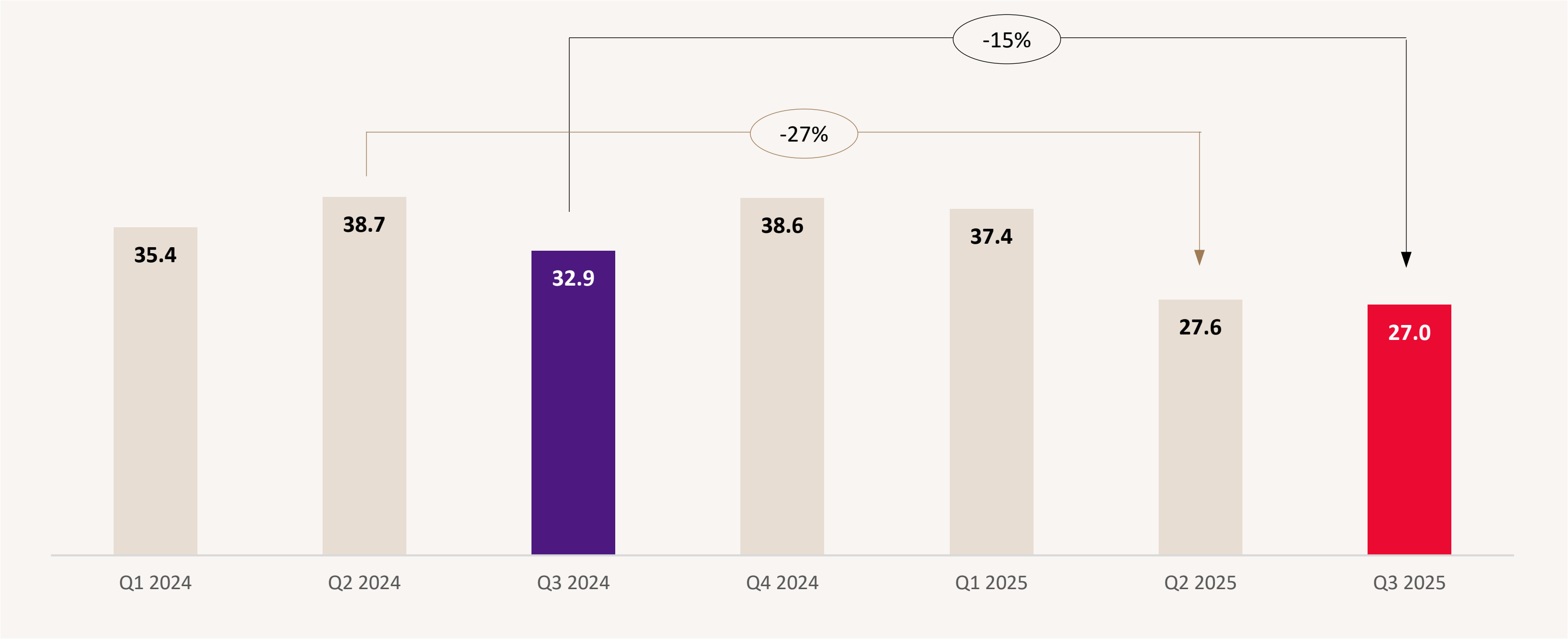
Detailed comparisons between 2025 and 2024 are presented, unless otherwise indicated, at 2024 exchange rates (like for like).
The 2024 and 2025 figures are presented, unless otherwise indicated, at the actual exchange rates of 1.10 (2024) and 1.17 (2025), respectively.

Q3 2025 results

Order intake in Q3 2025 is down 15% vs -27% in Q2

New systems orders *

In millions of euros



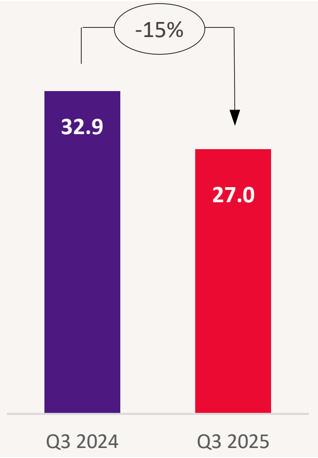
*the amount of orders for each quarter is at actual rate

Q3 2025 results

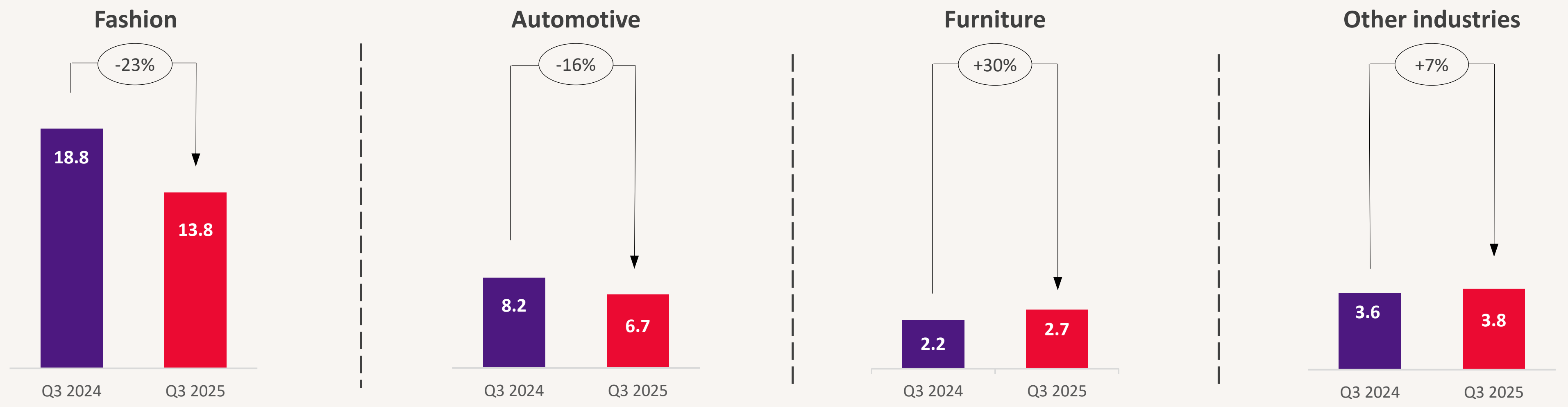
Fashion is particularly affected after a relatively spared start to the year
Order signings in Furniture in the Americas

New systems orders

In millions of euros



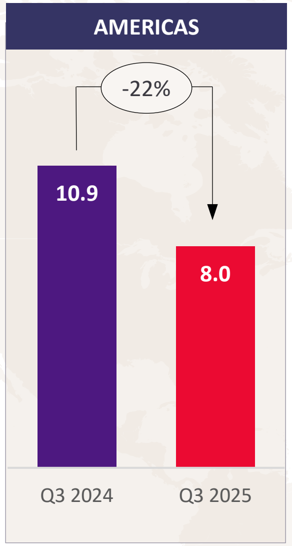
	Variation 2025 / 2024
software perpetual licenses	-18%
equipment	-17%
training and consulting	-5%

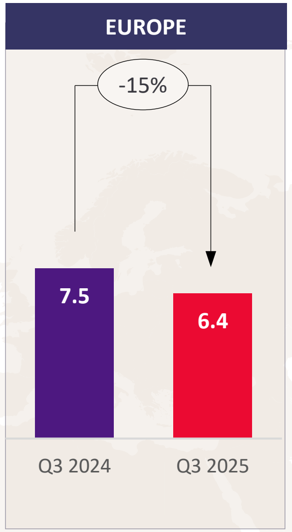


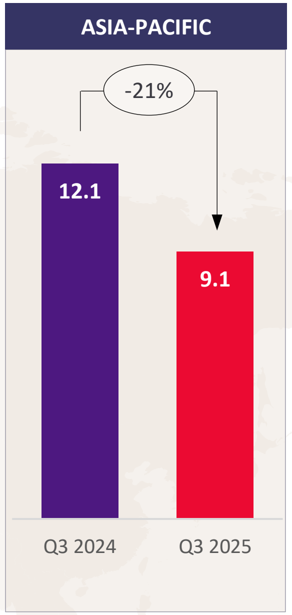
Q3 2025 results

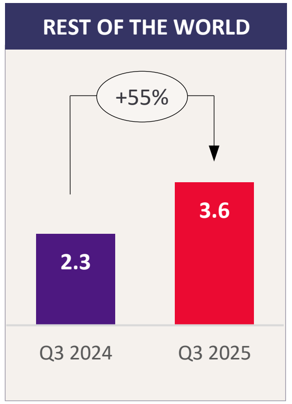
All main regions are recording declines in activity

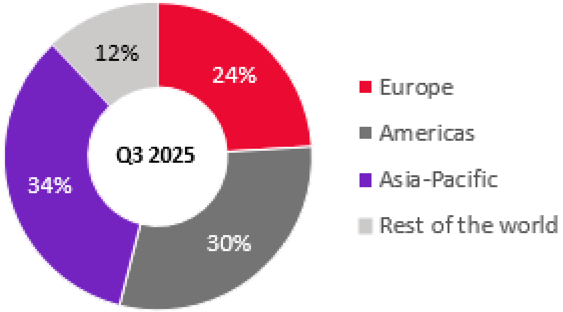
In millions of euros











Q3 and 9M 2025 Financial Results

Detailed comparisons between 2025 and 2024 are given, unless otherwise stated, at 2024 exchange rates (like for like).
The 2024 and 2025 figures are given, unless otherwise stated, at actual exchange rates of 1.09 (2024) and 1.12 (2025), respectively.

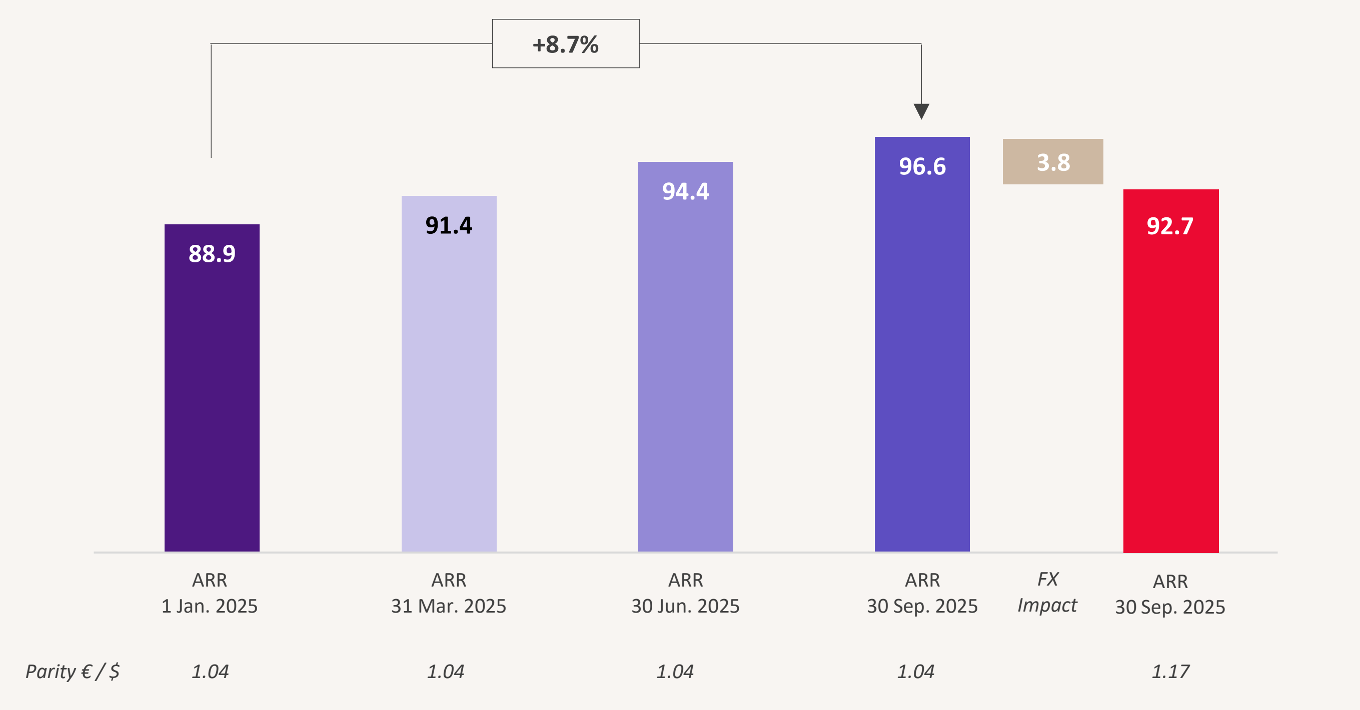
To allow better analysis of the Group's results, the accounts are compared with those published in 2024 (at actual rates) and, for the analysis of changes, with the 2024 Proforma accounts (at comparable rates). The latter were prepared by consolidating Launchmetrics as of January 1, 2024, although the company was acquired on January 23, with the effect of increasing Proforma 2024 revenue by €2.5m and Proforma 2024 EBITDA by €0.3m.

9M 2025 results

ARR increased by 8.7% over the first nine months

Annual Recurring Revenue (ARR[1]) of SaaS subscriptions

In millions of euros



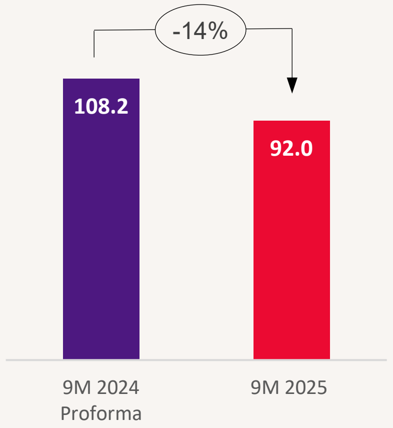
[1] Given the importance of the SaaS business for Lectra, the Group has decided to publish, from 2025, a new indicator, ARR (Annual Recurring Revenue), which is a standard metric for the SaaS industry. It replaces the order indicator for new SaaS subscriptions.

9M 2025 results

Decrease in orders across our three strategic markets with a significant impact on Automotive, and since Q3 on Fashion

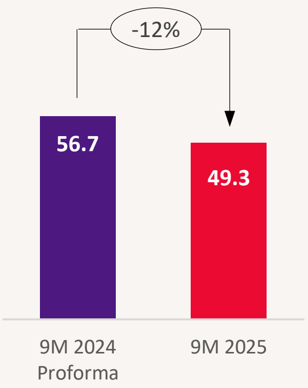
New systems orders

In millions of euros

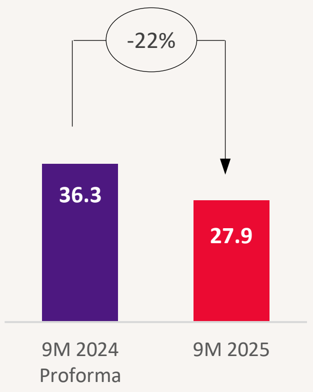


	Variation 2025 / 2024
software perpetual licenses	-29%
equipment	-14%
training and consulting	-3%

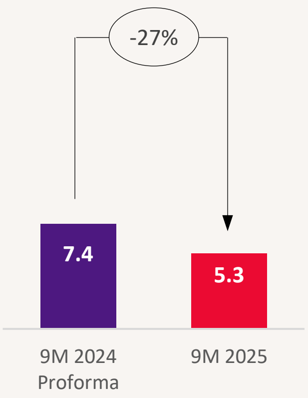
Fashion



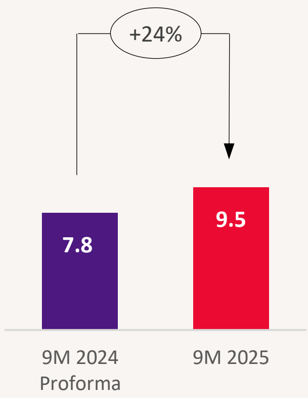
Automotive



Furniture



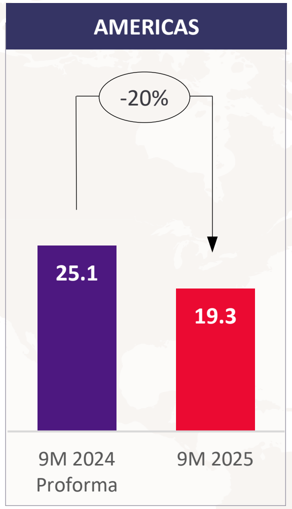
Other industries

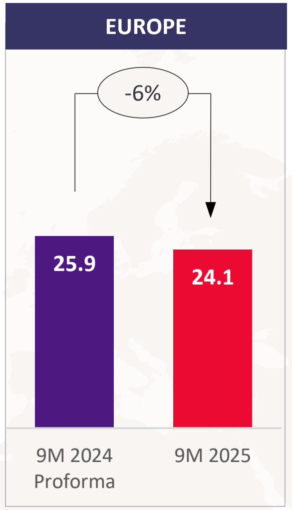


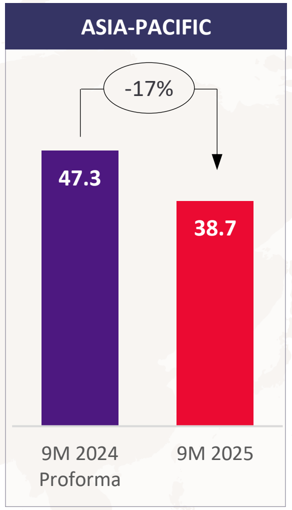
9M 2025 results

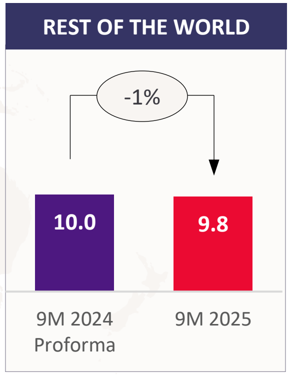
Decrease in orders for new systems across all regions

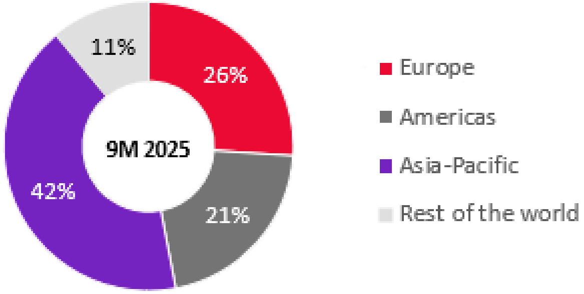
In millions of euros











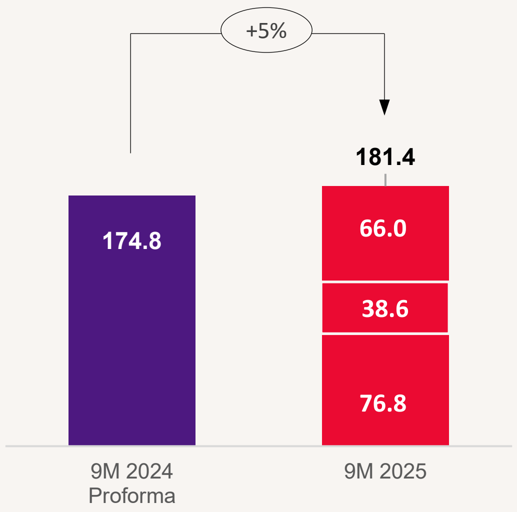
9M 2025 results

Progression of recurring contract revenues
Limited decrease in consumables and parts activity

Recurring revenues

In millions of euros

Recurring contracts



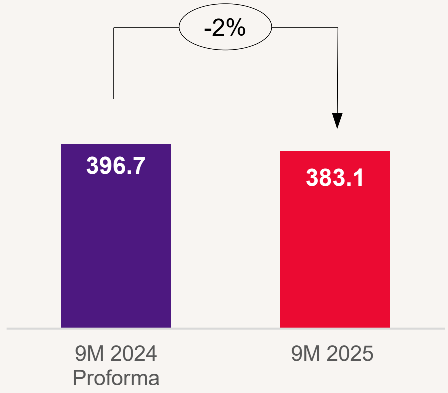
	Variation 2025 / 2024
SaaS subscriptions	+13%
software maintenance contracts	-2%
equipment maintenance contracts	+2%

Consumables and parts

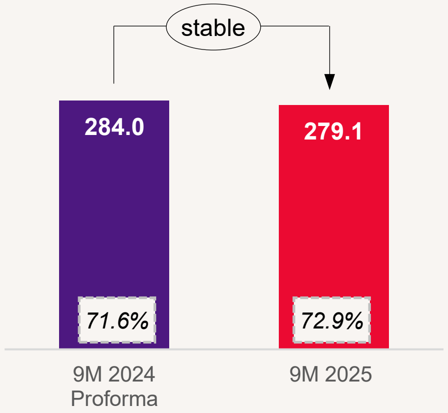
9M 2025 results

Resilience of the P&L in a challenging environment

Total revenues

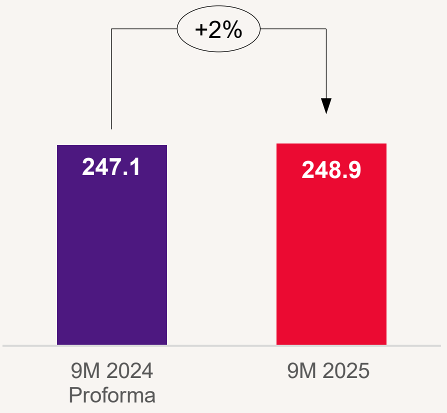


Gross margin



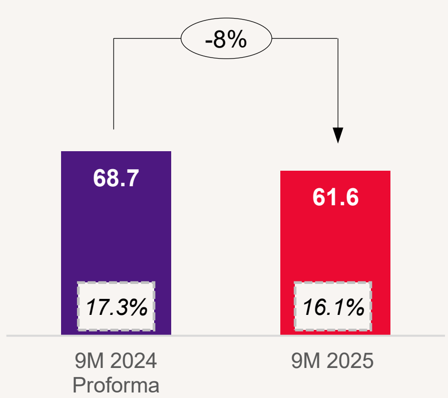
Overhead costs*

(Fixed and variable)



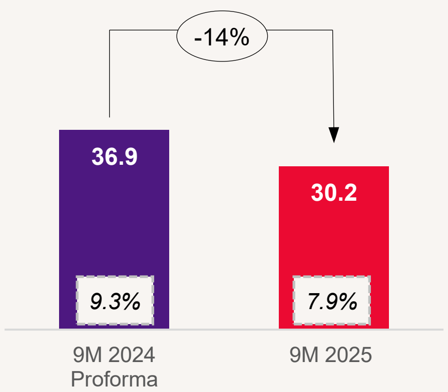
EBITDA

Before non-recurring items

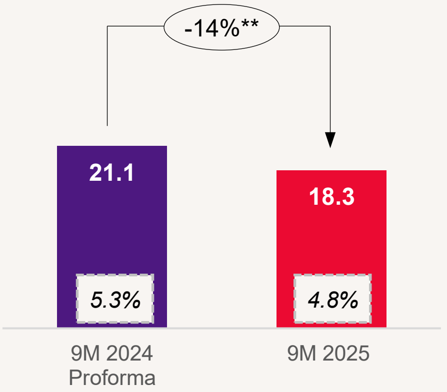


Income from operations

Before non-recurring items



Net income



= In % of revenues

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

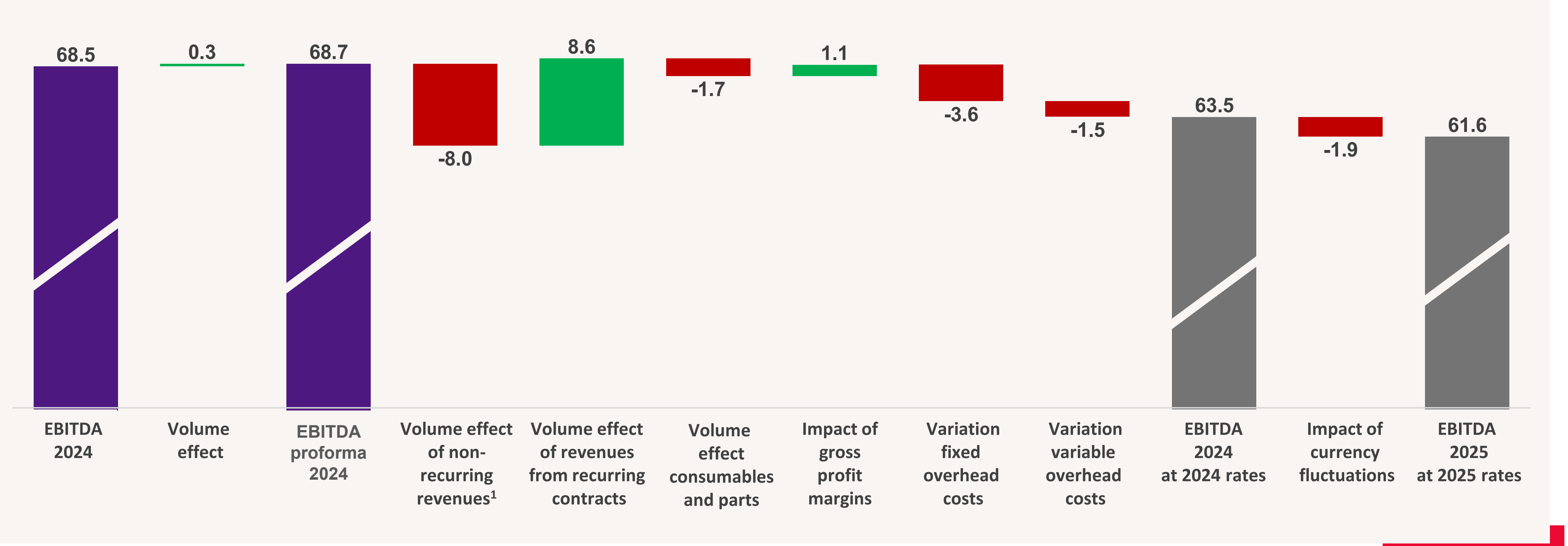
*** at actual rates*

9M 2025 results

The growth in recurring contracts partially offsets the negative impact of the decrease in equipment and the increase in overhead costs

Evolution of EBITDA before non-recurring items 2024-2025

In millions of euros



[1]Revenue from perpetual software licenses, equipment, and non-recurring services

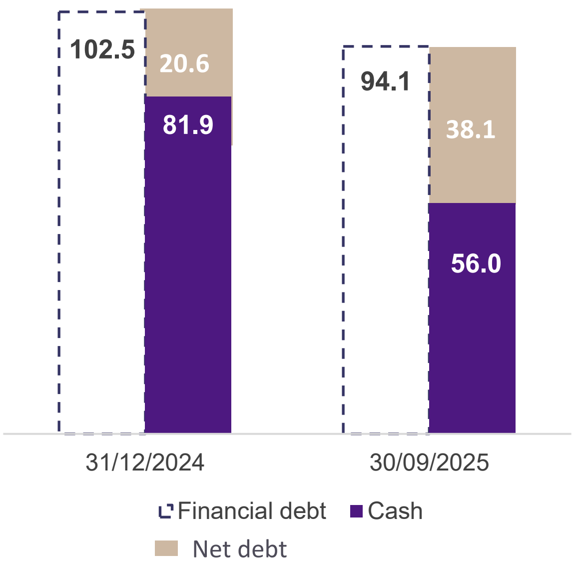
Q3 and 9M 2025 Financial Results

Balance sheet and free cash flow

Limited net debt after financing 63% of the acquisition of Launchmetrics

Debt

In millions of euros



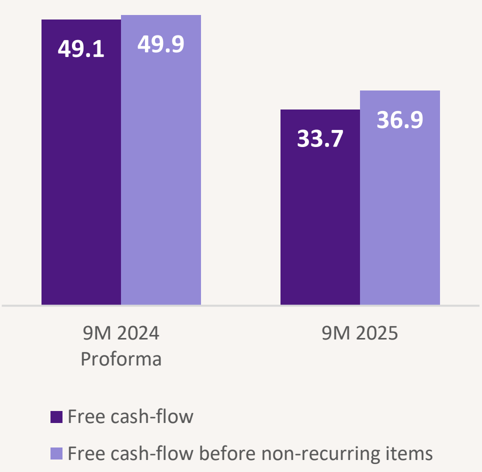
During the first 9 months:

- The Group paid €20.5m for the second tranche of Launchmetrics' capital and €1.7m for the acquisition of Glengo (Turkey) in the first half and €3.3m for the acquisition of Neteven in Q3;
- The amount of dividends paid was €15.2m;
- The Group generated €33.7m of free cash flow.

Balance sheet and free cash flow

Significant free cash flow generation

In millions of euros



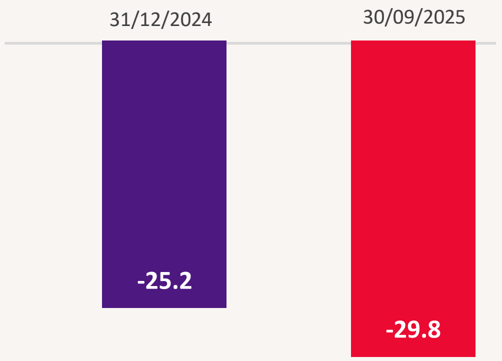
Free cash flow before non-recurring items stands at €36.7m (€49.9m in 9M 2024). This difference is explained by:

- €3.9m due to the decrease in EBITDA, partially offset by effective management of customer collections and inventories;
- €4.2m due to the increase in investments (particularly the Group's ERPs replacement);
- €4.9m due to the difference between the collection of €6.9m in 2024 and €2.0m in 2025 respectively for the 2020 and 2021 R&D Tax credit receivables.

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 €33.7m.

The working capital requirement on September 30, 2025, is negative €29.8m, 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, 2024 to October 24, 2025

In euros, closing price

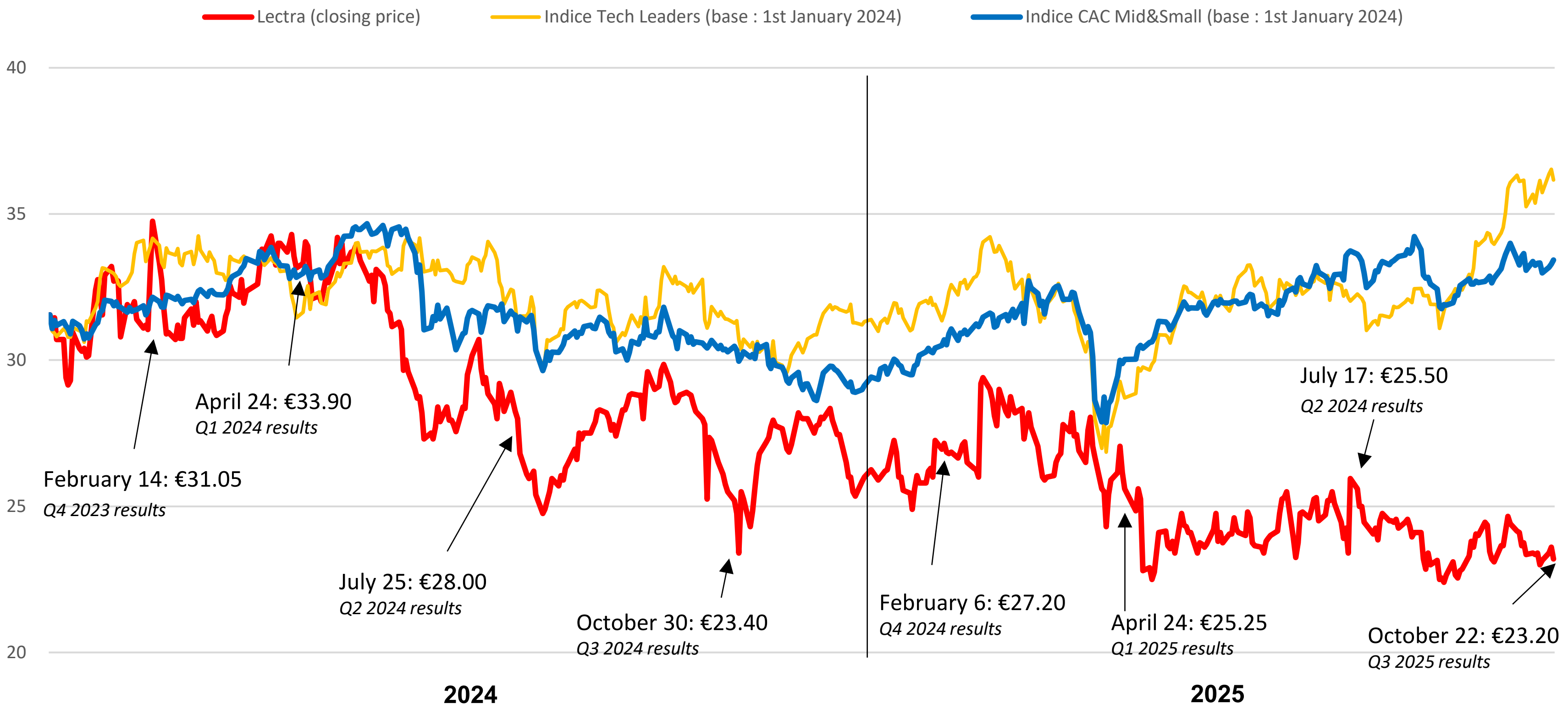
AT OCTOBER 24, 2025

Share price:	€23.20
Market cap.:	**€882.7m**
Enterprise Value:	€920.8m
EV/2025 9M Revenues:	1.8x
EV/2025 9M EBITDA:	10.9x

CAPITAL TRADED ON EURONEXT

9M 2025:	€136.2m
9M 2024:	€89.5m

Volume traded on Euronext represents 35% in 9M 2025 and 25% in 9M 2024 of the total volume traded on all listing platforms. (source Bloomberg).



Q3 and 9M 2025 Financial Results

The **Lectra 4.0** strategy

A long-term vision

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

AI/GenAI

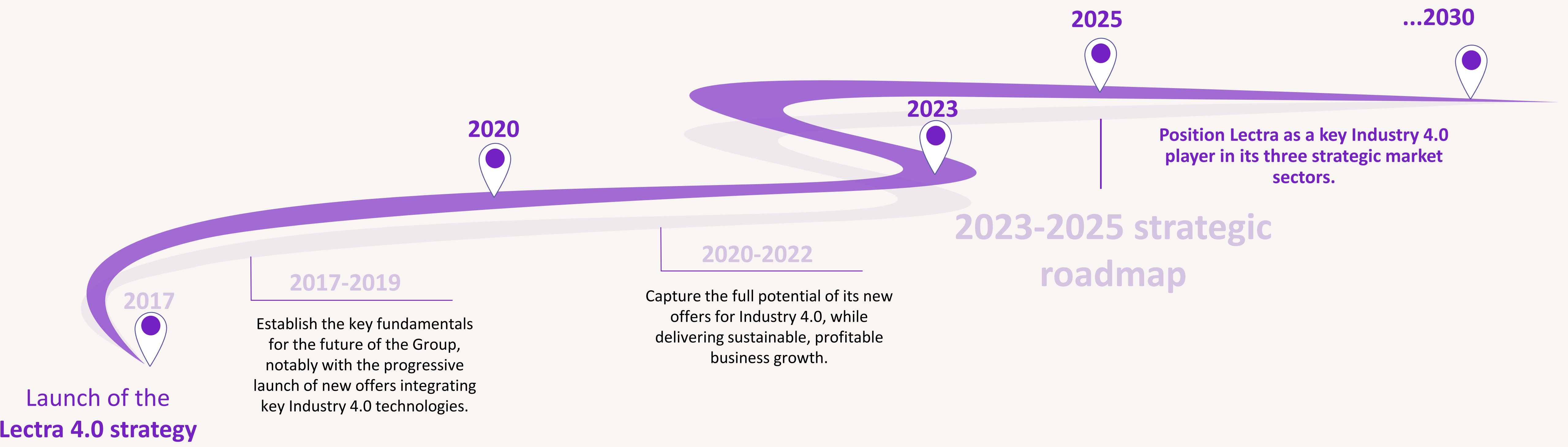
IoT

Cloud

BigData

2023-2025 strategic roadmap

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



2023-2025 strategic roadmap

Succeeding in positioning Lectra as an Industry 4.0 leader

TAKE FULL ADVANTAGE OF
THE GROUP'S CHANGE IN DIMENSION TO
ACCELERATE GROWTH

+/-

SIGNIFICANTLY INCREASE THE VOLUME OF
SAAS IN THE GROUP'S TOTAL REVENUES

SEIZE ACQUISITION
OPPORTUNITIES

INDUSTRY 4.0

With the commitment of its employees, and recognition by customers, Lectra will be at the forefront of a more sustainable future.

In a deteriorated environment, Lectra was able to maintain its strategic ambitions while reinforcing its financial strength.

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

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

+6% Annual Growth
Recurring revenues from maintenance contracts
like-for-like

+3.6 pts Gross Margin
66.6% in 2022 -> 70.2% over the first 9 months of 2025
like-for-like

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

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

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

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

Sustained investments to drive 4.0 innovation

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

€190m+ R&D investments in 2023-2025

Nearly 13% of annual revenues on average

AI/GenAI | IoT | Cloud | Big data

2 strategic partnerships

SIX ATOMIC — generative AI for fashion design — GenAI

aqc — AI-based textile defect recognition — AI/ML(2)

Flagship offer enhancements

MODARIS
MODARIS PGS
GERBER ACCUMARK
LAUNCHMETRICS a LECTRA company
FOCUSQUANTUM
QUICK OFFER by LECTRA
GERBER YUNIQUEPLM
NETEVEN
VIRGA
KUBIX LINK
VERSALIS
KALEDO
RETVIEWS
TextileGenesis a LECTRA company

Cloud-based, intelligent solutions

optimizing production and supporting sustainable operations

VALIA Fashion | AI | VALIA Furniture

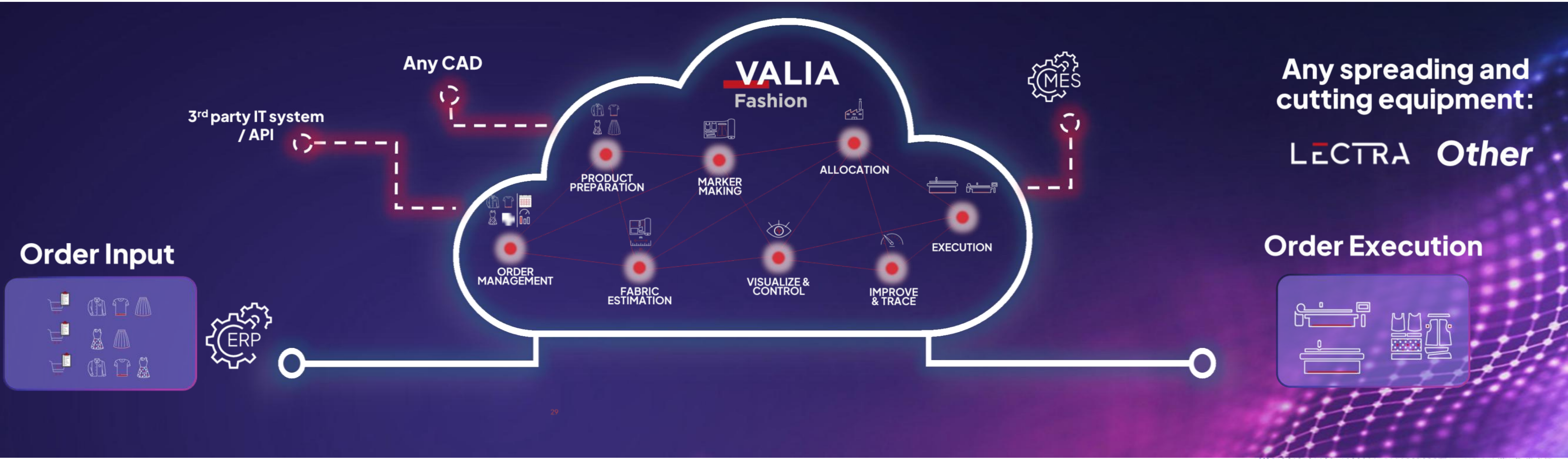
Next-Gen equipment launches

Fashion, Furniture, Automotive and other industries

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

Valia Fashion to connect the dots in the value chain

A revolution in ***manufacturing***



Fabric savings
up to 5%

Lead time
up to 5 times faster

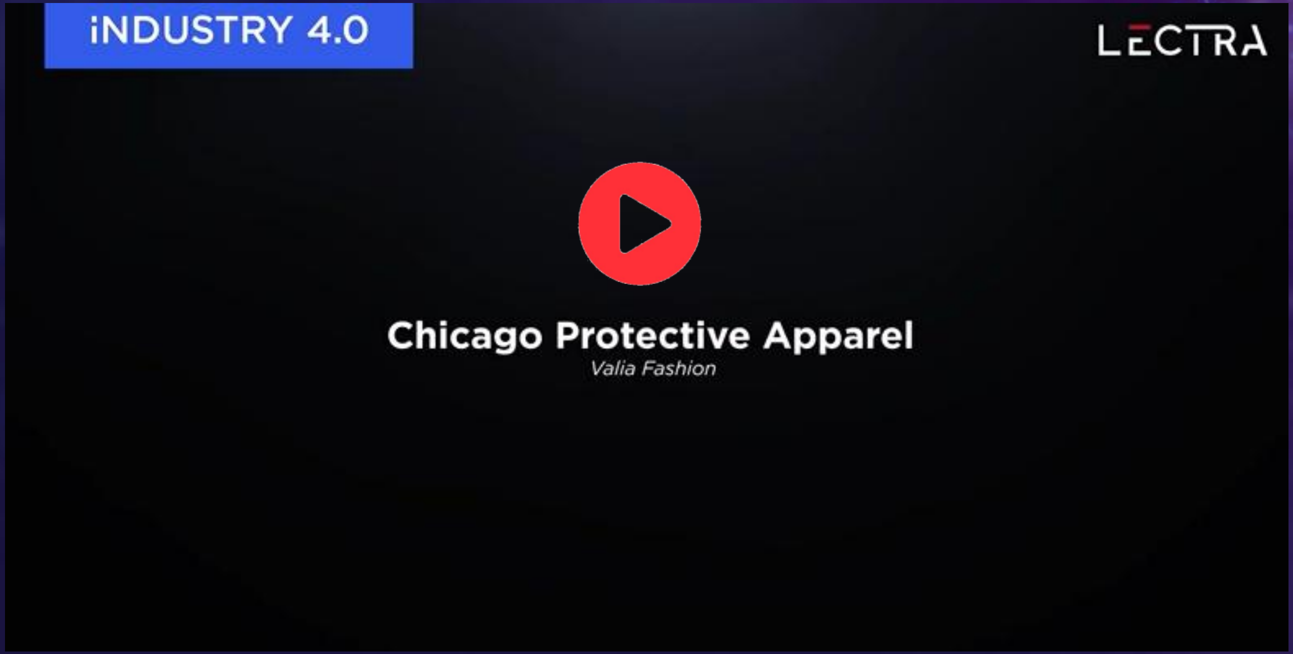
Labor efficiency
Improved up to 50%

EMPOWER
Fashion

Industry First:
"Equipment Uptime Guarantee"

Valia Fashion: boosting productivity and precision at Chicago Protective Apparel

Automation and real-time data with Lectra's Valia Fashion enable a century-old company to scale efficiently.



- 10%

IN QUALITY DEFECTS IN THE CUTTING PROCESS

- 5 days

LEAD TIME FOR MATERIAL READINESS

"

We are thinking really positively.
In the next five years, we believe we'll grow our business fourfold – and Lectra will help us get there."

Ernest **ALACIO**

Director of Operations, CPA

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

TextileGenesis a LECTRA company

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

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

20,000
Supply Chain Partners
Connected

100%
Customer Retention

ARR X 4+
Since January 2023

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

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

ZEGNA

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

Zegna ESG 2025 Presentation

Integration accelerating growth with sustainability impact

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

[1] Based on Your Voice annual employees satisfaction survey. Lectra Group average: 62%

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

LAUNCHMETRICS
a LECTRA company

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

2X Lectra SaaS Revenues
in 2024 to €77.4m

€43.6m ARR
+8.9% YoY[1]

18%
EBITDA margin
9M 2025

Trusted by 1,700+ Brands Worldwide

Abercrombie & Fitch

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

John Sheppard, Senior Specialist, Brand Operations

LACOSTE

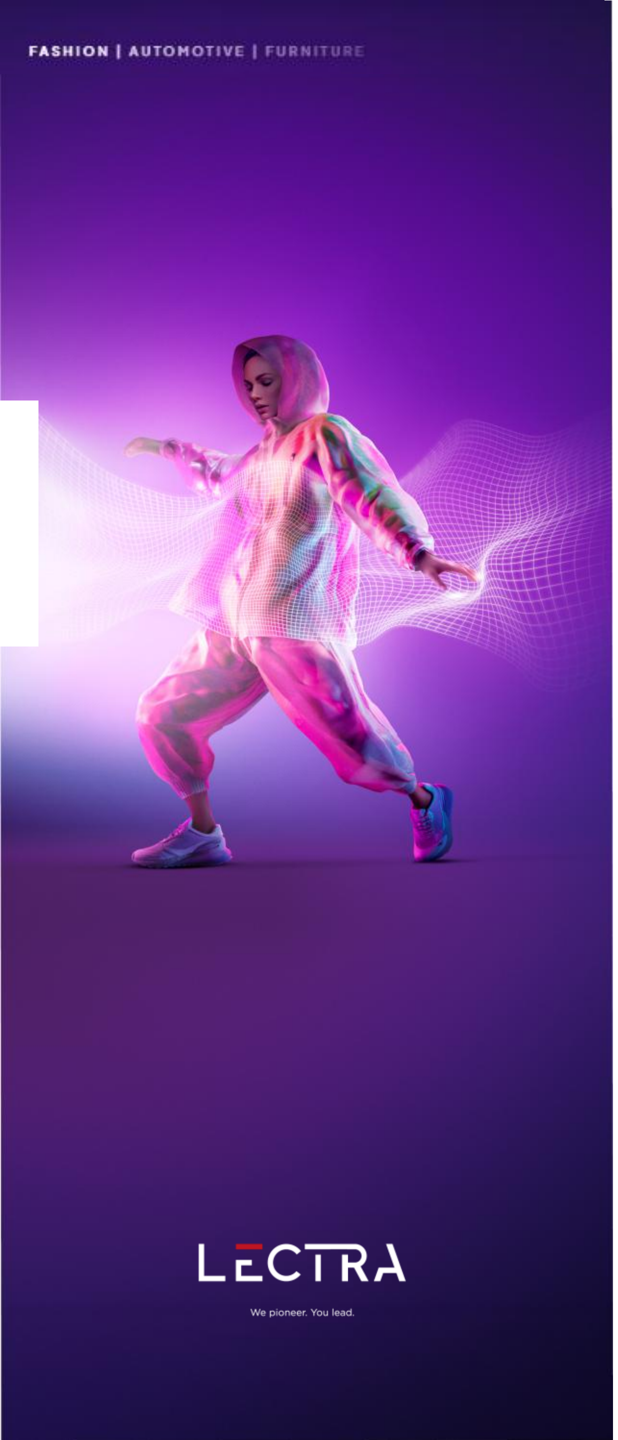
"Launchmetrics has given us accessibility and transparency across the Press Release team at Lacoste…Their value cannot be compared or estimated."

Denis Buffart, Head of PR & Collaboration

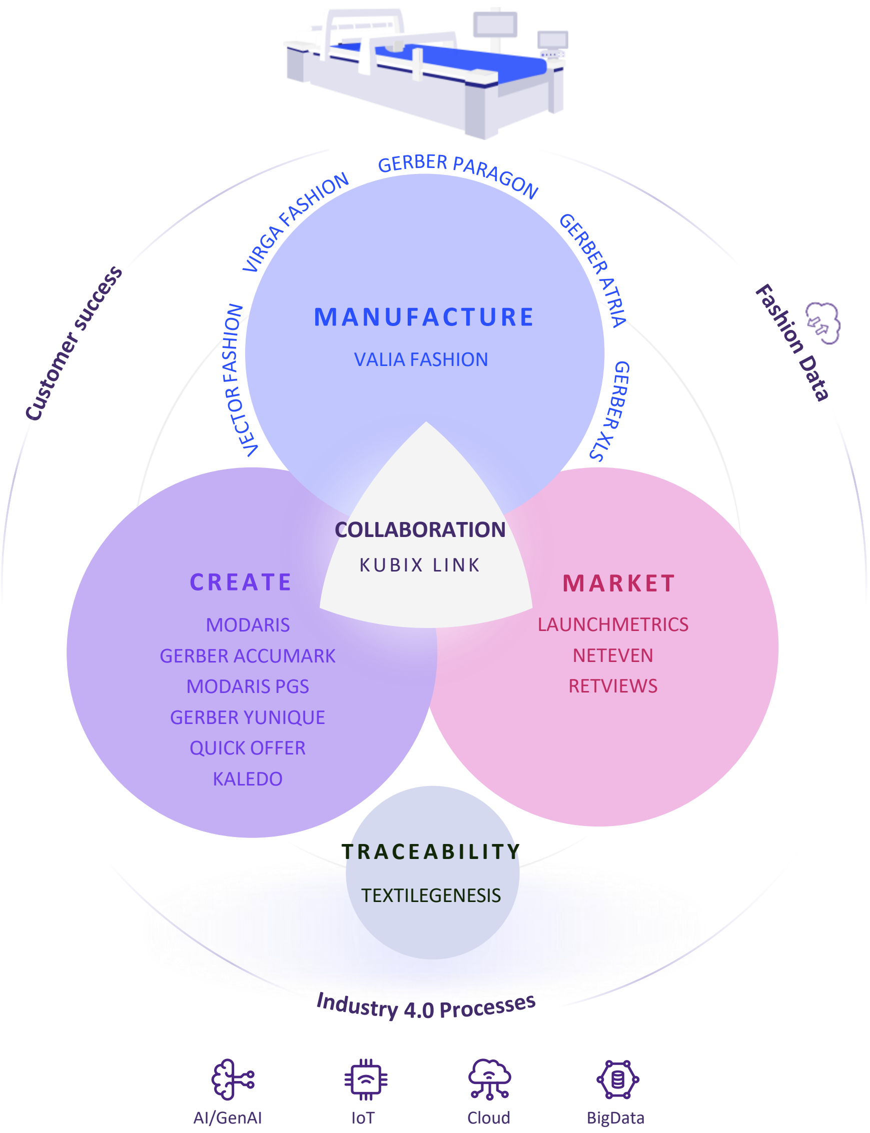
Integration powering SaaS and Fashion leadership

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

[1] Last 12 months as of Sept 30, 2025
[2] Based on Your Voice annual employees satisfaction survey. Lectra Group average: 62%



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



Succeed with style

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

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

€92.7m of ARR

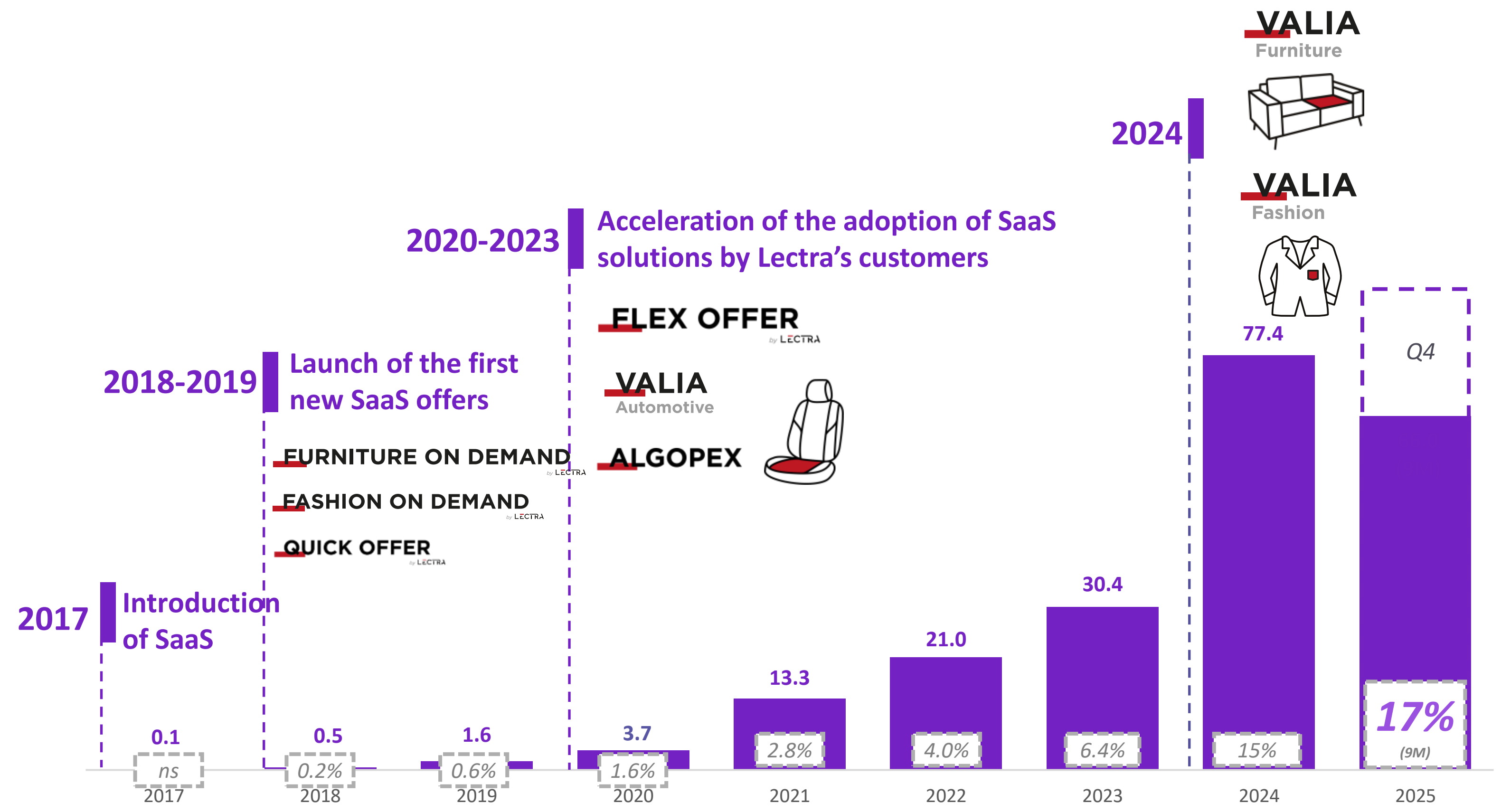
September 30, 2025

Revenues from SaaS subscriptions

In millions of euros

= in % of revenues

= est. Q4 2025



SaaS-oriented acquisition strategy

KUBIX LINK

RETVIEWS

GERBER TECHNOLOGY a LECTRA company

NETEVEN

TextileGenesis a LECTRA company

LAUNCHMETRICS a LECTRA company

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**

SILVER | Top 15%
ecovadis
Sustainability Rating
JAN 2025

With an overall 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.

EthiFinance

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

The Group's governance has been strengthened

New members of the Board of Directors

Karine Calvet

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

Pierre-Yves Roussel

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

Jérôme Viala

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

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

Changes in the composition of the Executive Committee

Maximilien Abadie
Deputy CEO

NEW MEMBERS

Anne Borfiga
General Secretary

John Brearley
President, Americas

Antonella Capelli
President, EMEA

Amit Gautam
Founder and CEO of TextileGenesis

Michael Jaïs
Co-founder and CEO Launchmetrics

Frédéric Morel
President, Asia-Pacific

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

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

Unprecedented position - combining

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

17%	73%	96%	€38m
Share of SaaS in total revenues	Gross margin	Security ratio	Net debt
(9M 2025)	(9M 2025)	(9M 2025)	(September 30, 2025)

Q3 and 9M 2025 Financial Results

Medium-term outlook

Next chapter: accelerating growth and redefining the future

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

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

WE LIGHT THE PATH, FOR YOU TO LEAD THE WAY

LECTRA

We pioneer. You lead.

SOFTWARE | EQUIPMENT | DATA | SERVICES