

Quarterly Financial Report

at September 30, 2026



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I. REPORT ON THE THIRD QUARTER AND FIRST NINE MONTHS OF 2026 CONSOLIDATED ACTIVITIES AND FINANCIAL STATEMENTS

Below you will find the report on business activity and consolidated financial statements of the Lectra Group (the “Group”) for the third quarter and the first nine months of 2026, which have not been reviewed by the Statutory Auditors.

1. HIGHLIGHTS

	July 1 – September 30				January 1 – September 30			
	2026	2025	Changes 2026/2025		2026	2025	Changes 2026/2025	
			Actual exchange rates	Like-for-like ⁽¹⁾			Actual exchange rates	Like-for-like ⁽¹⁾
(in millions of euros)								
Revenues	121.6	121.8	0%	-2%	361.3	383.1	-6%	-4%
ARR ⁽²⁾		-	-	-	106.5	97.2	10%	8%
EBITDA before non-recurring items	23.4	21.2	10%	10%	57.1	61.6	-7%	-3%
<i>EBITDA margin before non-recurring items</i>	<i>19.3%</i>	<i>17.4%</i>	<i>+1.9 points</i>	<i>+2.0 points</i>	<i>15.8%</i>	<i>16.1%</i>	<i>-0.3 point</i>	<i>+0.3 point</i>
Net income	10.4	7.2	45%	-	20.1	18.3	10%	-
Consolidated Shareholders' Equity ⁽²⁾		-	-	-	347.9	360.3	-	-
Net cash (+) / Net debt (-) ⁽²⁾		-	-	-	-62.4	-21.3	-	-

⁽¹⁾ At constant exchange rates and comparable scope.

⁽²⁾ At September 30, 2026, and December 31, 2025.

- Group revenues amounted to €121.6 million in Q3 2026, down 2% like-for-like
- Recurring contract revenues, driven in particular by SaaS subscriptions growth (+12% like-for-like in Q3 2026), continue to strengthen the resilience and visibility of the business model
- ARR continued to grow, reaching €106.5 million at September 30, 2026, up 8% like-for-like compared to December 31, 2025
- Equipment orders reached €18.9 million in Q3 2026, down 10% like-for-like, reflecting customers' continued wait-and-see attitude
- Thanks to the growing contribution of recurring revenues and the Group's operational discipline, EBITDA before non-recurring items increased by 10% like-for-like to €23.4 million in Q3 2026, with EBITDA margin before non-recurring items up 2.0 points to 19.3%
- Net income reached €10.4 million, a sharp increase of 45%, after a significantly lower income tax expense, mainly due to the use of tax loss carryforwards
- The security ratio (fixed overhead costs covered by the gross profit on recurring revenues) reached 99% for the first nine months of 2026, close to the target set for 2028
- With shareholders' equity of €347.9 million and net debt of €62.4 million at September 30, 2026, the balance sheet remains solid
- In a market environment more challenging than anticipated, 2026 SaaS ARR and recurring contract revenues growth are expected to be below the average annual trajectories of the 2026-2028 roadmap
- The Group confirms the structural improvement in its EBITDA margin before non-recurring items in 2026.

Message from Daniel Harari, Chairman and Chief Executive Officer:

“In a highly volatile market environment, the third-quarter results demonstrate the strong resilience of Lectra’s business model. Despite a slight decline in revenues, EBITDA before non-recurring items increased by 10%, with its margin reaching 19.3%, up 200 basis points. This performance reflects the favorable evolution of our business mix, supported by the growing contribution of recurring revenues, as well as the discipline with which we drive our operations.

At the same time, we are continuing to invest in innovation and the development of our offers, particularly in SaaS, data and artificial intelligence, to sustainably enhance the value we deliver to our customers and prepare the Group’s future growth drivers. Two years after Valia Fashion, the launch of Apogy in September, our new cloud-based solution powered by agentic artificial intelligence, fully illustrates this ambition and marks a new stage in our innovation strategy serving the fashion industry, with a gradual ramp-up expected over the coming years.

Over the first nine months, ARR growth, the improvement in the security ratio, now close to 100%, and the generation of €36.4 million in free cash flow before non-recurring items confirm the progress made in transforming our business model. In a market that remains difficult to predict, we are resolutely pursuing the implementation of our 2026-2028 roadmap, with a clear focus on driving lasting improvements in profitability and further strengthening our capacity for innovation.”

2. ANALYSIS OF THE ACTIVITY FOR THE THIRD QUARTER 2026

The US dollar and the Chinese yuan appreciated by 2% and 8%, respectively, against the euro compared with the third quarter of 2025, with average exchange rates of \$1.15 / €1 and CNY 7.76 / €1 over the period. Currency movements mechanically increased revenues by €1.3 million and EBITDA before non-recurring items by €0.4 million in figures reported at actual exchange rates compared with those calculated at constant exchange rates.

The consolidation of Caron Technology over two months contributed €0.4 million to revenues, with a negligible impact on EBITDA before non-recurring items.

Unless otherwise stated, comparisons are made on a like-for-like basis.

Equipment Orders

Given that equipment sales are the main indicator of customers’ investment, the Group has decided that, from 2026 onwards, it will publish equipment orders instead of new systems orders.

Equipment orders by region

	Q3 2026 ⁽¹⁾		Q3 2025		Changes Q3 2026 vs Q3 2025		Q2 2026	Changes Q3 2026 vs Q2 2026	
(in thousands of euros)		%		%	Actual exchange rate	Like-for-like		%	Actual exchange rate
Europe	4,127	22%	2,267	11%	+82%	+68%	3,766	17%	+10%
Americas	5,368	28%	6,726	33%	-20%	-22%	7,313	33%	-27%
Asia-Pacific	7,935	42%	8,065	40%	-2%	-4%	8,183	37%	-3%
Other countries	1,443	8%	3,164	16%	-54%	-55%	2,663	12%	-46%
Total	18,874	100%	20,222	100%	-7%	-10%	21,925	100%	-14%

⁽¹⁾ Includes the contribution of Caron Technology of 389 thousand euros of orders effective August 1, 2026.

Equipment orders by market

	Q3 2026 ⁽¹⁾		Q3 2025		Changes Q3 2026 vs Q3 2025		Q2 2026		Changes Q3 2026 vs Q2 2026	
(in thousands of euros)		%		%	Actual exchange rate	Like-for-like		%	Actual exchange rate	
Fashion	9,454	50%	8,787	43%	+8%	+5%	9,288	42%	+2%	
Automotive	4,194	22%	6,036	30%	-31%	-31%	6,560	30%	-36%	
Furniture	1,477	8%	2,329	12%	-37%	-38%	2,088	10%	-29%	
Other	3,749	20%	3,070	15%	+22%	+11%	3,989	18%	-6%	
Total	18,874	100%	20,222	100%	-7%	-10%	21,925	100%	-14%	

⁽¹⁾ Includes the contribution of Caron Technology of 389 thousand euros of orders effective August 1, 2026.

Equipment orders amounted to €18.9 million in Q3 2026, down 10% like-for-like compared with Q3 2025.

The level of equipment orders remained low in the third quarter, reflecting customers' continued caution in their investment decisions. Given the inherent quarter-to-quarter volatility of equipment orders, quarterly performance alone is not sufficient to establish a lasting trend. While equipment orders in Europe and Fashion increased, the situation remained mixed across the other regions and markets.

Revenues

Three Months Ended September 30	2026 ⁽¹⁾		2025		Changes 2026/2025	
(in thousands of euros)		%		%	Actual rates	Like-for-like
Recurring revenues , of which:	95,006	78%	93,965	77%	+1%	0%
- Recurring contracts	62,051	51%	59,797	49%	+4%	+3%
- SaaS subscriptions	25,271	21%	22,402	18%	+13%	+12%
- Software maintenance contracts	11,907	10%	12,609	10%	-6%	-6%
- Equipment maintenance contracts	24,873	20%	24,786	20%	0%	-1%
- Consumables and parts	32,956	27%	34,168	28%	-4%	-5%
Non recurring revenues , of which:	26,607	22%	27,860	23%	-4%	-7%
- Equipment	20,226	17%	21,081	17%	-4%	-7%
- Training and consulting services	4,156	3%	4,250	3%	-2%	-3%
- Other non recurring revenues	2,225	2%	2,529	2%	-12%	-14%
Total	121,614	100%	121,825	100%	0%	-2%

⁽¹⁾ Includes the contribution of Caron Technology of 386 thousand euros of revenue effective August 1, 2026.

Revenues for the third quarter of 2026 amounted to €121.6 million, representing a limited decline of 2% like-for-like. Growth in SaaS activities largely offset the continued weakness in non-recurring activities, still affected by customers' wait-and-see approach to investment.

Recurring revenues were stable during the quarter. Sustained growth in SaaS subscriptions, up 12% like-for-like, offset the decline in consumables and parts revenues and the more mixed performance of maintenance contracts.

Consumables and parts revenues declined by 5%, reflecting the greater impact this quarter of the gradual discontinuation of certain non-core activities and weaker demand, particularly in Asia-Pacific. Equipment maintenance contract revenues also included the impact of the ending of certain contracts associated with older-generation equipment, as part of the Group's business portfolio optimization.

Non-recurring revenues declined by 7%, in line with the level of the orders backlog at June 30, 2026. Equipment revenues declined by 7%.

At September 30, 2026, the equipment orders backlog amounted to €21.4 million, around 90% of which is expected to be delivered in Q4 2026.

Results

Gross margin

Gross profit amounted to €90.6 million, representing 74.5% of revenues, up 1.6 points. This improvement was mainly driven by the favorable evolution of the business mix and the growing contribution of recurring revenues. It also benefited by approximately €0.8 million refund of US customs duties previously paid.

Personnel expenses and other operating expenses incurred as part of service contracts or training and consulting activities are not included in cost of goods sold but are accounted for in overhead costs.

Overhead costs

Overhead costs amounted to €77.1 million, down 2% compared with Q3 2025, and can be broken down as follows:

- €71.6 million in fixed costs, down 2%;
- €5.5 million in variable costs, down 4%.

The Group continues to maintain strict cost control in the current environment. This evolution notably resulted from the ongoing optimization of the organization and a selective policy for replacing employees following natural attrition. This enabled the Group to reduce costs on a like-for-like basis, after offsetting inflation, while preserving its innovation and investment capabilities.

Gross research and development expenses (€16.6 million), fully expensed during the period and included in fixed overhead costs, represented 13.7% of revenues. After deducting the research tax credit applicable in France and subsidies received, net research and development costs totaled €15.3 million (€15.1 million in Q3 2025).

Subcontracting costs related to training and consulting activities of a recurring nature are now reported as fixed costs. The 2025 figures have therefore been restated by approximately €1 million per quarter to allow comparison with 2026.

EBITDA before non-recurring items

EBITDA before non-recurring items amounted to €23.4 million in the third quarter, up 10% like-for-like. EBITDA margin before non-recurring items reached 19.3%, up 2.0 points (17.4% in Q3 2025). This increase is all the more significant as it was achieved against a backdrop of declining revenues. It demonstrates the Group's ability to adjust its cost base, improve its margin mix and preserve its operating performance in a weaker demand environment.

The structural improvement in Lectra's business model had a positive impact of €3.3 million in the third quarter. Supported by recurring revenues growth and rigorous cost management, it helped offset the cyclical effects of weaker non-recurring activities.

Income from operations and income from operations before non-recurring items

After depreciation and amortization expense of €9.9 million, including €5.7 million related to intangible assets, and in the absence of non-recurring items, income from operations before non-recurring items and income from operations, which were identical, amounted to €13.5 million, up 23% compared with Q3 2025 (€11.0 million).

Net income

Financial income and expenses consisted of a net charge of €2.1 million and a foreign exchange loss of €0.4 million.

Net income amounted to €10.4 million (€7.2 million in Q3 2025), up 45% at actual exchange rates. The increase in net income benefited from a lower income tax expense (€0.5 million in Q3 2026), notably due to the use of tax loss carryforwards in certain subsidiaries that became profitable.

3. ANALYSIS OF THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE FIRST NINE MONTHS 2026

3.1 Activity analysis

Currency movements had a significant impact over the first nine months of 2026, reducing revenues by €5.9 million and EBITDA before non-recurring items by €2.7 million.

Revenues for the first nine months of 2026 amounted to €361.3 million, down 4%. This breaks down into €285.0 million in recurring revenues (79% of total revenues), up 1%, including €73.7 million in SaaS subscription revenues, up 13%, and €76.2 million in non-recurring revenues (21% of total revenues), down 21%.

ARR (Annual Recurring Revenue) reached €106.5 million at September 30, 2026, and continued to grow, increasing by 8% like-for-like compared with December 31, 2025, representing an annualized growth rate of 11%.

Gross profit amounted to €269.3 million, representing a gross margin of 74.5%, up 1.9 points, thanks to a favorable mix.

The security ratio (fixed costs covered by the gross profit generated by recurring activities) reached 99% at the end of September 2026.

EBITDA before non-recurring items amounted to €57.1 million, down 3%, with an EBITDA margin before non-recurring items of 15.8% (+0.3 point). Thanks to the levers activated by Lectra to reduce costs, EBITDA before non-recurring items benefited from a positive structural impact of €9.1 million (including €5.5 million from the growth in recurring contracts and €3.6 million from the reduction in fixed costs). These actions helped absorb most of the negative cyclical impact of €10.8 million.

Income from operations amounted to €27.7 million, stable compared with the end of September 2025.

Financial income and expenses represented a net expense of €4.6 million, and the foreign exchange result amounted to a loss of €1.5 million.

After an income tax expense of €1.0 million, net income amounted to €20.1 million (€18.3 million at the end of September 2025), up 10%.

3.2 Balance sheet and free cash flow analysis

The working capital requirement related to operating activities as of September 30, 2026, was negative at €54.1 million (-€39.7 million at December 31, 2025), a key feature of Lectra's business model.

For the first nine months of 2026, free cash flow before non-recurring items reached €36.4 million (€36.9 million at September 30, 2025), confirming the Group's strong cash generation capacity in a challenging environment.

As of September 30, 2026, the Group maintained a very solid financial structure, with shareholders' equity of €347.9 million and net debt of €62.4 million. The change from December 31, 2025, primarily reflects the acquisition of minority interests in TextileGenesis and Launchmetrics, the dividend payment and the implementation of the share buyback program.

Net debt as of September 30, 2026, consisted of financial debt of €113.4 million (including a €35 million drawdown under the revolving credit facility) and available cash of €51.0 million.

4. SHARE CAPITAL - SHAREHOLDING STRUCTURE - SHARE PRICE PERFORMANCE

4.1 Change in share capital

As of September 30, 2026, the share capital of Lectra SA (the Company) amounted to €38,083,996, divided into 38,083,996 shares with a par value of €1.00. Since January 1, 2026, the share capital has

increased by €20,733 in par value (with an issue premium of €352,461) through the creation of 20,733 shares resulting from the exercise of stock options.

4.2 Main shareholders

As of the date of this report and to the Company's knowledge, Daniel Harari, Alantra EQMC Asset Management SGIIC (Spain) and Fivespan Partners (United States) each hold more than 10% of the Company's share capital and voting rights, while Amiral Gestion (France), Brown Capital Management (United States) and Kempen Orange Participaties (Netherlands) each hold more than 5% of the share capital and voting rights.

4.3 Treasury shares

The Combined Shareholders' Meeting of April 29, 2026, approved the Board of Directors' proposal to authorize a share buyback program for up to 10% of the Company's share capital and a maximum amount of €50 million, at a maximum price of €40 per share, for a period of eighteen months.

Within the framework of this authorization, Lectra announced on May 5, 2026, that it had entrusted Natixis with a share buyback mandate for €20 million, effective from May 11, 2026. On August 31, 2026, the maximum amount was increased from €20 million to €25 million. At September 30, 2026, the Company had repurchased 1,120,204 treasury shares for a total amount of €20.1 million.

In addition, under the liquidity agreement managed by Natixis ODDO BHF, the Company held 21,306 treasury shares at September 30, 2026, representing 0.1% of share capital.

In total, treasury shares held by the Company at September 30, 2026, including those acquired under the share buyback mandate and those held under the liquidity agreement, represented 1,141,510 shares, corresponding to 3.0% of share capital.

4.4 Share price performance and trading volumes

At September 30, 2026, the share price (€20.75) had declined by 19% compared with December 31, 2025 (€25.50). During the third quarter, it reached a low of €16.60 on July 15, 2026, and a high of €24.35 on August 14, 2026.

Market capitalization amounted to €790 million at September 30, 2026 (€971 million at December 31, 2025).

During the third quarter of 2026, 7.7 million shares were traded (4.4 million in the third quarter of 2025), across all trading platforms, including 30% on Euronext. Overall, 31.2 million shares were traded during the first nine months of 2026 (15.3 million in the first nine months of 2025).

The Company is a member of the CAC All Shares, CAC Technology, EN Tech Leaders and ENT PEA-PME 150 indices. Since June 19, 2026, it has also been included in the CAC Small, CAC Mid & Small and CAC All-Tradable indices. Lectra shares are eligible for Euronext's standard Deferred Settlement Service (SRD) and the PEA-PME scheme.

5. SIGNIFICANT EVENTS SINCE SEPTEMBER 30, 2026

No significant event is to be reported.

6. RISK FACTORS AND RELATED PARTY TRANSACTIONS

6.1 Risk factors

The main risk factors in the third quarter of 2026 are of the same nature as those described in section 3 of the Management Discussion and Analysis included in the 2025 Annual Financial Report.

6.2 Related party transactions

During the first nine months of 2026, the business relationships between the Group and companies involving Group directors were carried out under normal market conditions and were not materially significant.

7. FINANCIAL CALENDAR

Q3 9M 2026 Financial Results Webcast	October 29, 2026, at 3:00 pm (CET)
FY 2026 results	February 10, 2027, after market close
Q1 2027 results	April 28, 2027, after market close
H1 2027 results	July 29, 2027, after market close

Regular calendar updates are available on www.lectra.com.

8. 2026 OUTLOOK

In a more challenging market environment than anticipated in 2026, SaaS ARR and recurring contract revenues continue to grow. However, their growth for the full year 2026 is expected to be below the average annual trajectories of the 2026-2028 roadmap, namely +15% and +5% to +8% respectively on a like-for-like basis.

Despite this unfavorable business environment, the Group continues to drive its transformation and is strengthening its structural profitability, which has enabled it to offset the cyclical impact of equipment orders below 2025 levels and to structurally increase its EBITDA margin before non-recurring items.

Accordingly, the contribution from the structural improvement in the EBITDA margin before non-recurring items in 2026 is expected to exceed the 120 to 180 basis point improvement target on a like-for-like basis announced in February.

The Group also reiterates its objective of improving the security ratio.

The Board of Directors
October 28, 2026

II. CONSOLIDATED FINANCIAL STATEMENTS FOR THE THIRD QUARTER AND FIRST NINE MONTHS 2026

1. ADDITIONAL INFORMATION – THIRD QUARTER 2026

Equipment orders

Equipment orders by region

Three Months Ended September 30	2026 ⁽¹⁾			2025		Changes 2026/2025	
(in thousands of euros)	Actual	%	At 2025 exchange rate	Actual	%	Actual exchange rate	Like-for-like
Europe	4,127	22%	4,133	2,267	11%	+82%	+68%
Americas	5,368	28%	5,286	6,726	33%	-20%	-22%
Asia-Pacific	7,935	42%	7,754	8,065	40%	-2%	-4%
Other countries	1,443	8%	1,426	3,164	16%	-54%	-55%
Total	18,874	100%	18,600	20,222	100%	-7%	-10%
€ / \$ average parity	1,15		1,17	1,17			

⁽¹⁾ Includes the contribution of Caron Technology of 389 thousand euros of orders effective August 1, 2026.

Equipment orders by market

Three Months Ended September 30	2026 ⁽¹⁾			2025		Changes 2026/2025	
(in thousands of euros)	Actual	%	At 2025 exchange rate	Actual	%	Actual exchange rate	Like-for-like
Fashion	9,454	50%	9,279	8,787	43%	+8%	+5%
Automotive	4,194	22%	4,142	6,036	30%	-31%	-31%
Furniture	1,477	8%	1,471	2 329	12%	-37%	-38%
Other	3,749	20%	3,707	3,070	15%	+22%	+11%
Total	18,874	100%	18,600	20,222	100%	-7%	-10%
€ / \$ average parity	1,15		1,17	1,17			

⁽¹⁾ Includes the contribution of Caron Technology of 389 thousand euros of orders effective August 1, 2026.

Breakdown of revenues

Revenues by region

Three Months Ended September 30	2026 ⁽¹⁾			2025		Changes 2026/2025	
(in thousands of euros)	Actual	%	At 2025 exchange rate	Actual	%	Actual exchange rate	Like-for-like
Europe, of which:	46,293	38%	46,005	42,611	35%	+9%	+7%
- France	9,116	7%	9,099	8,473	7%	+8%	+6%
Americas	40,328	33%	40,062	40,117	33%	+1%	0%
Asia-Pacific	25,598	21%	24,895	28,201	23%	-9%	-12%
Other countries	9,394	8%	9,340	10,897	9%	-14%	-14%
Total	121,614	100%	120,303	121,825	100%	0%	-2%
€ / \$ average parity	1,15		1,17	1,17			

⁽¹⁾ Includes the contribution of Caron Technology of 386 thousand euros of revenue effective August 1, 2026.

Revenues by type of business

Three Months Ended September 30	2026 ⁽¹⁾			2025		Changes 2026/2025	
(in thousands of euros)	Actual	%	At 2025 exchange rate	Actual	%	Actual exchange rate	Like-for-like
Recurring revenues , of which:	95,006	78%	94,002	93,965	77%	+1%	0%
- Recurring contracts	62,051	51%	61,511	59,797	49%	+4%	+3%
- SaaS subscriptions	25,271	21%	25,115	22,402	18%	+13%	+12%
- Software maintenance contracts	11,907	10%	11,831	12,609	10%	-6%	-6%
- Equipment maintenance contracts	24,873	20%	24,565	24,786	20%	0%	-1%
- Consumables and parts	32,956	27%	32,492	34,168	28%	-4%	-5%
Non recurring revenues , of which:	26,607	22%	26,301	27,860	23%	-4%	-7%
- Equipment	20,226	17%	19,967	21,081	17%	-4%	-7%
- Training and consulting services	4,156	3%	4,127	4,250	3%	-2%	-3%
- Other non recurring revenues	2,225	2%	2,206	2,529	2%	-12%	-14%
Total	121,614	100%	120,303	121,825	100%	0%	-2%
€ / \$ average parity	1,15		1,17	1,17			

⁽¹⁾ Includes the contribution of Caron Technology of 386 thousand euros of revenue effective August 1, 2026.

Consolidated income statement

Three months ended September 30	2026 ⁽¹⁾		2025	Changes 2026/2025	
(in thousands of euros)	Actual	At 2025 exchange rate	Actual	Actual exchange rate	Like-for-like
Revenues	121,614	120,303	121,825	0%	-2%
Cost of goods sold	(31,003)	(30,641)	(32,761)	-5%	-8%
Gross profit	90,610	89,662	89,064	+2%	+1%
(in % of revenues)	74,5%	74,5%	73,1%	+1.4 points	+1.6 points
Research and development	(15,317)	(15,345)	(15,091)	+1%	+1%
Selling, general and administrative expenses	(61,774)	(61,069)	(62,989)	-2%	-3%
Income from operations	13,519	13,249	10,985	+23%	+23%
(in % of revenues)	11,1%	11,0%	9,0%	+2.1 points	+2.2 points
Income before tax	11,030	10,768	9,599	15%	15%
Income tax	(473)	na	(2,340)	-80%	na
Share of result from associates	(150)	na	(87)	72%	na
Net income	10,408	na	7,172	45%	na
of which, Group share	9,920	na	7,384	34%	na
of which, Non-controlling interests	488	na	(212)	-330%	na
Income from operations before non-recurring items	13,519	13,249	10,985	+23%	+23%
+ Net depreciation and amortization of non-current assets	9,931	9,843	10,244	-3%	-5%
EBITDA before non-recurring items	23,450	23,091	21,229	+10%	+10%
(in % of revenues)	19,3%	19,2%	17,4%	+1.9 points	+2.0 points
€ / \$ average parity	1,15	1,17	1,17		

⁽¹⁾ Caron Technology's contribution to Group EBITDA since August 1, 2026 is not material.

2. ADDITIONAL INFORMATION – FIRST NINE MONTHS 2026

Equipment orders

Equipment orders by region

Nine Months Ended September 30	2026 ⁽¹⁾			2025	Changes 2026/2025		
(in thousands of euros)	Actual	%	At 2025 exchange rate	Actual	%	Actual rates	Like-for-like
Europe	11,325	18%	11,336	10,137	15%	+12%	+9%
Americas	18,422	29%	18,975	15,538	22%	+19%	+22%
Asia-Pacific	27,321	43%	27,740	35,036	50%	-22%	-21%
Other countries	5,841	9%	5,869	8,722	13%	-33%	-33%
Total	62,909	100%	63,920	69,434	100%	-9%	-9%
€ / \$ average parity	1,16		1,12	1,12			

⁽¹⁾ Includes the contribution of Caron Technology of 389 thousand euros of orders effective August 1, 2026.

Equipment orders by market

Nine Months Ended September 30	2026 ⁽¹⁾			2025	Changes 2026/2025		
(in thousands of euros)	Actual	%	At 2025 exchange rate	Actual	%	Actual exchange rate	Like-for-like
Fashion	27,225	43%	27,668	32,380	47%	-16%	-15%
Automotive	19,591	31%	19,801	25,318	36%	-23%	-22%
Furniture	5,381	9%	5,477	4,116	6%	+31%	+32%
Other	10,713	17%	10,974	7,620	11%	+41%	+40%
Total	62,909	100%	63,920	69,434	100%	-9%	-9%
€ / \$ average parity	1,16		1,12	1,12			

⁽¹⁾ Includes the contribution of Caron Technology of 389 thousand euros of orders effective August 1, 2026.

Breakdown of revenues

Revenues by region

Nine Months Ended September 30	2026 ⁽¹⁾			2025		Changes 2026/2025	
(in thousands of euros)	Actual	%	At 2025 exchange rate	Actual	%	Actual exchange rate	Like-for-like
Europe, of which:	139,167	39%	139,484	135,670	35%	+3%	+3%
- France	26,884	7%	26,997	26,593	7%	+1%	+1%
Americas	120,724	33%	124,887	124,038	32%	-3%	+1%
Asia-Pacific	74,242	21%	75,625	92,631	24%	-20%	-18%
Other countries	27,120	8%	27,179	30,764	8%	-12%	-12%
Total	361,253	100%	367,175	383,103	100%	-6%	-4%
€ / \$ average parity	1,16		1,12	1,12			

⁽¹⁾ Includes the contribution of Caron Technology of 386 thousand euros of revenue effective August 1, 2026.

Revenues by type of business

Nine Months Ended September 30	2026 ⁽¹⁾			2025		Changes 2026/2025	
(in thousands of euros)	Actual	%	At 2025 exchange rate	Actual	%	Actual exchange rate	Like-for-like
Recurring revenues , of which:	285,003	79%	289,934	285,938	75%	0%	+1%
- Recurring contracts	184,534	51%	187,524	181,407	47%	+2%	+3%
- SaaS subscriptions	73,727	20%	74,622	66,019	17%	+12%	+13%
- Software maintenance contracts	36,016	10%	36,432	38,633	10%	-7%	-6%
- Equipment maintenance contracts	74,791	21%	76,470	76,755	20%	-3%	0%
- Consumables and parts	100,469	28%	102,410	104,531	27%	-4%	-2%
Non recurring revenues , of which:	76,249	21%	77,241	97,165	25%	-22%	-21%
- Equipment	57,145	16%	57,907	74,894	20%	-24%	-23%
- Training and consulting services	12,568	3%	12,678	13,996	4%	-10%	-9%
- Other non recurring revenues	6,537	2%	6,657	8,275	2%	-21%	-20%
Total	361,253	100%	367,175	383,103	100%	-6%	-4%
€ / \$ average parity	1,16		1,12	1,12			

⁽¹⁾ Includes the contribution of Caron Technology of 386 thousand euros of revenue effective August 1, 2026.

Consolidated income statement

Nine Months Ended September 30	2026 ⁽¹⁾		2025	Changes 2026/2025	
(in thousands of euros)	Actual	At 2025 exchange rate	Actual	Actual exchange rate	Like-for-like
Revenues	361,253	367,175	383,103	-6%	-4%
Cost of goods sold	(91,954)	(92,899)	(104,004)	-12%	-11%
Gross profit	269,299	274,276	279,100	-4%	-2%
(in % of revenues)	74,5%	74,7%	72,9%	+1.7 points	+1.9 points
Research and development	(48,275)	(48,991)	(48,367)	0%	+1%
Selling, general and administrative expenses	(193,356)	(195,407)	(200,519)	-4%	-3%
Income from operations	27,669	29,879	30,215	-8%	0%
(in % of revenues)	7,7%	8,1%	7,9%	-0.2 points	+0.3 points
Income before tax	21,566	23,753	24,525	-12%	-2%
Income tax	(1,005)	na	(5,973)	-83%	na
Share of result from associates	(499)	na	(238)	110%	na
Net income	20,061	na	18,315	10%	na
of which, Group share	19,570	na	19,515	0%	na
of which, Non-controlling interests	491	na	(1,200)	-141%	na
Income from operations before non-recurring items	27,669	29,878	30,215	-8%	0%
+ Net depreciation and amortization of non-current assets	29,445	29,949	31,370	-6%	-5%
EBITDA before non-recurring items	57,113	59,827	61,585	-7%	-3%
(in % of revenues)	15,8%	16,3%	16,1%	-0.3 points	+0.3 points
€ / \$ average parity	1,16	1,12	1,12		

⁽¹⁾ Caron Technology's contribution to Group EBITDA since August 1, 2026 is not material.

3. CONSOLIDATED ACCOUNTS AT SEPTEMBER 30, 2026

Statement of consolidated financial position

ASSETS

(In thousands of euros)	September 30, 2026	December 31, 2025	September 30, 2025
Goodwill	352,190	345,464	345,640
Other intangible assets	146,592	155,529	162,975
Leasing rights-of-use	18,078	20,004	22,336
Property, plant and equipment	21,598	21,700	21,351
Investments in associates	5,265	4,614	3,330
Other non-current assets	22,374	19,083	15,894
Deferred tax assets	20,079	16,828	11,892
Total non-current assets	586,176	583,222	583,418
Inventories	55,737	56,099	57,834
Trade accounts receivable	84,423	85,528	87,963
Other current assets	26,048	28,946	29,499
Cash and cash equivalents	50,968	65,065	55,991
Total current assets	217,175	235,638	231,287
Total assets	803,352	818,860	814,704

EQUITY AND LIABILITIES

(In thousands of euros)	September 30, 2026	December 31, 2025	September 30, 2025
Share capital	38,084	38,063	38,046
Share premium	144,879	144,526	144,236
Treasury shares ⁽¹⁾	(25,448)	(885)	(834)
Currency translation adjustments	5,992	(1,484)	77
Retained earnings and net income	173,548	164,640	150,558
Non-controlling interests	10,801	15,432	14,844
Total equity	347,855	360,294	346,927
Retirement benefit obligations	10,507	10,502	10,784
Non-current lease liabilities	13,051	15,603	15,593
Minority shares purchase commitments	41,593	61,618	66,749
Deferred tax liabilities	11,763	14,805	13,396
Borrowings, non-current portion	62,742	70,901	78,594
Derivative financial instruments	19	413	521
Total non-current liabilities	139,675	173,842	185,637
Trade and other current payables	101,257	91,745	91,714
Deferred revenues	113,024	111,925	105,865
Current income tax liabilities	6,050	6,648	7,543
Current lease liabilities	9,418	9,759	9,612
Minority shares purchase commitments	26,577	40,458	43,033
Borrowings, current portion	50,669	15,488	15,522
Provisions for other liabilities and charges	8,827	8,701	8,852
Total current liabilities	315,822	284,723	282,140
Total equity and liabilities	803,352	818,860	814,704

(1) As of September 30, 2026, 1,120,204 shares had been acquired for a total amount of 20.1 million euros under the share buyback program (see note 7).

Consolidated income statement

(In thousands of euros)	Nine months ended September 30, 2026	Nine months ended September 30, 2025
Revenues	361,253	383,103
Cost of goods sold	(91,954)	(104,003)
Gross profit	269,299	279,100
Research and development	(48,275)	(48,367)
Selling, general and administrative expenses	(193,356)	(200,519)
Income from operations	27,669	30,215
Financial income	785	739
Financial expenses	(5,349)	(5,220)
Foreign exchange income (loss)	(1,538)	(1,208)
Income before tax	21,566	24,525
Income tax	(1,005)	(5,973)
Share of result from associates	(499)	(238)
Net income	20,062	18,315
of which, Group share	19,570	19,515
of which, Non-controlling interests	491	(1,200)

(in euros)		
Earnings per share, Group share:		
- basic	0.52	0.51
- diluted	0.52	0.51
Shares used in calculating earnings per share:		
- basic	37,652,894	37,965,761
- diluted	37,708,879	38,138,508

(in thousands of euros)		
Income from operations before non-recurring items	27,669	30,215
+ Net depreciation and amortization of non-current assets	29,445	31,370
EBITDA before non-recurring items	57,113	61,585

Statement of comprehensive income

(In thousands of euros)	Nine months ended September 30, 2026	Nine months ended September 30, 2025
Net income	20,062	18,315
Currency translation adjustments	7,633	(34,401)
Changes in derivative financial instruments	394	143
Tax effect	(99)	(36)
Other comprehensive income to be reclassified in net income	7,929	(34,294)
Remeasurement of the net liability arising from defined benefits pension plans	40	-
Tax effect	(10)	-
Other comprehensive income not to be reclassified in net income	30	-
Total other comprehensive income	7,959	(34,294)
Comprehensive income	28,020	(15,979)
of which attributable to the Group	27,372	(15,691)
of which attributable to non-controlling interests	648	(288)

Consolidated statement of cash flow

(In thousands of euros)	Nine months ended September 30, 2026	Nine months ended September 30, 2025
I - OPERATING ACTIVITIES		
Net income	20,062	18,315
Net depreciation and amortization (non-current assets)	29,445	31,370
Net depreciation and provisions (current assets)	2,586	1,436
Non-cash operating expenses	2,616	1,513
Loss (profit) on sale of fixed assets	202	(110)
Changes in deferred income taxes	(6,354)	(4,230)
Changes in inventories	941	2,109
Changes in trade accounts receivable	1,093	9,452
Changes in other current assets and liabilities	7,945	(6,735)
Changes in other operating non-current assets	(2,966)	(3,140)
Net cash provided by (used in) operating activities	55,569	49,977
II - INVESTING ACTIVITIES		
Purchases of intangible assets ⁽¹⁾	(7,236)	(6,332)
Purchases of property, plant and equipment	(3,391)	(2,349)
Proceeds from sales of intangible and tangible assets	15	141
Acquisition cost of companies purchased ⁽²⁾	(1,270)	-
Acquisition cost of equity investments	(1,060)	-
Purchases of financial assets ⁽³⁾	(4,806)	(7,113)
Proceeds from sales of financial assets ⁽³⁾	4,325	7,426
Net cash provided by (used in) investing activities	(13,424)	(8,227)
III - FINANCING ACTIVITIES		
Proceeds from issuance of ordinary shares by the parent company	373	1,447
Proceeds from issuance of ordinary shares to non controlling interests	-	278
Dividend paid	(13,307)	(15,199)
Payment of dividends paid to minority interests	-	(990)
Change in share of interests in controlled entities ⁽⁴⁾	(43,112)	(25,077)
Purchases of treasury shares ⁽⁵⁾	(24,238)	(6,800)
Sales of treasury shares	4,387	6,835
Subscription of long-term and short-term debt	35,000	-
Repayment of lease liabilities	(8,104)	(8,040)
Repayments of long-term and short-term borrowings	(8,289)	(8,294)
Net cash provided by (used in) financing activities	(57,290)	(55,838)
Increase (decrease) in cash and cash equivalents	(15,145)	(14,089)
Cash and cash equivalents at opening	65,065	81,901
Increase (decrease) in cash and cash equivalents	(15,145)	(14,089)
Effect of changes in foreign exchange rates	1,047	(11,822)
Cash and cash equivalents at closing	50,968	55,991
Net cash provided by (used in) operating activities	55,569	49,977
+ Net cash provided by (used in) investing activities	(13,424)	(8,227)
- Acquisition cost of companies purchased ⁽²⁾	1,270	-
- Acquisition cost of equity investments	1,060	-
- Repayment of lease liabilities	(8,104)	(8,040)
Free cash flow	36,372	33,711
Non-recurring items of the free cash flow	-	(3,141)
Free cash flow before non-recurring items	36,372	36,851
Income tax (paid) / reimbursed, net	(3,966)	(8,453)
Interest (paid) on lease liabilities	(599)	(666)
Interest (paid)	(2,971)	(3,399)

(1) The 2026 and 2025 amounts include the payment of implementation costs related to the new ERP system.

(2) This amount corresponds to the acquisition cost, net of cash acquired, of Caron (see note 3 below).

(3) These amounts mainly include the valuation of purchases and sales of treasury shares carried out under the liquidity contract, the counterpart of which is presented in the corresponding lines of cash flows from financing activities.

(4) The amount as of September 30, 2026 corresponds to the acquisition of the minority interests in Launchmetrics and TextileGenesis, and the amount as of June 30, 2025 mainly corresponds to the acquisition of the minority interests in Launchmetrics and Glengo (see note 3).

(5) As of September 30, 2026, 1,120,204 shares had been acquired for a total amount of 20.1 million euros under the share buyback program (see note 7).

Statement of change in consolidated equity

(In thousands of euros, except for par value per share expressed in euros)	Share capital			Share premium	Treasury shares	Currency translation adjustments	Retained earnings and net income	Equity, Group share	Non controlling interests	Total equity
	Number of shares	Par value per share	Share capital							
Balance at December 31, 2024	37,966,274	1.00	37,966	142,869	(937)	35,390	137,999	353,287	21,063	374,350
Net income							19,515	19,515	(1,200)	18,315
Other comprehensive income						(35,313)	107	(35,206)	912	(34,294)
Comprehensive income						(35,313)	19,622	(15,691)	(288)	(15,979)
Exercised stock options	79,926	1.00	80	1,367			177	1,624	101	1,725
Fair value of stock options							1,424	1,424	130	1,554
Sale (purchase) of treasury shares					103			103		103
Profit (loss) on treasury shares							(49)	(49)		(49)
Discounting and revision of minority shares purchase commitments							(2,311)	(2,311)		(2,311)
Purchase of Gemini minority shares							(477)	(477)		(477)
Purchase of Launchmetrics minority shares							8,783	8,783	(4,828)	3,955
Purchase of Neteven minority shares							(40)	(40)	125	85
Purchase of Glengo minority shares							629	629	(469)	160
Dividend paid							(15,199)	(15,199)	(990)	(16,189)
Balance at September 30, 2025	38,046,200	1.00	38,046	144,236	(834)	77	150,558	332,083	14,844	346,927
Balance at December 31, 2024	37,966,274	1.00	37,966	142,869	(937)	35,390	137,999	353,287	21,063	374,350
Net income							25,964	25,964	(362)	25,602
Other comprehensive income						(36,874)	222	(36,652)	188	(36,464)
Comprehensive income						(36,874)	26,186	(10,687)	(174)	(10,861)
Exercised stock options	96,989	1.00	97	1,657			170	1,924	106	2,030
Fair value of stock options							1,726	1,726		1,726
Sale (purchase) of treasury shares					53			53		53
Profit (loss) on treasury shares							(49)	(49)		(49)
Discounting and revision of minority shares purchase commitments							5,285	5,285		5,285
Purchase of Gemini minority shares							(477)	(477)		(477)
Purchase of Launchmetrics minority shares							8,116	8,116	(4,162)	3,954
Purchase of Neteven minority shares							(40)	(40)	125	85
Purchase of Glengo minority shares							629	629	(469)	160
Others variations							294	294	(67)	227
Dividend paid							(15,199)	(15,199)	(990)	(16,189)
Balance at December 31, 2025	38,063,263	1.00	38,063	144,526	(885)	(1,484)	164,640	344,862	15,432	360,294
Net income							19,570	19,570	491	20,062
Other comprehensive income						7,476	326	7,802	157	7,959
Comprehensive income						7,476	19,896	27,372	648	28,020
Exercised stock options	20,733	1.00	21	353				374		374
Fair value of stock options							2,064	2,064		2,064
Sale (purchase) of treasury shares ⁽¹⁾					(24,564)			(24,564)		(24,564)
Profit (loss) on treasury shares							(116)	(116)		(116)
Discounting and revision of minority shares purchase commitments							(3,466)	(3,466)		(3,466)
Integration of Caron Technology and minority shares purchase commitment ⁽²⁾							(1,132)	(1,132)	616	(516)
Purchase of TextileGenesis minority shares							1,967	1,967	(1,300)	667
Purchase of Launchmetrics minority shares							3,001	3,001	(4,595)	(1,594)
Dividend paid							(13,307)	(13,307)		(13,307)
Balance at September 30, 2026	38,083,996	1.00	38,084	144,879	(25,448)	5,992	173,548	337,054	10,801	347,855

(1) As of September 30, 2026, 1,120,204 shares had been acquired for a total amount of 20.1 million euros under the share buyback program (see note 7).

(2) These amounts stem from the takeover of Caron on August 1, 2026, note 3 below details the impacts of this transaction on the Group's financial statements.

III. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AT SEPTEMBER 30, 2026

1. THE GROUP'S ACTIVITY

At the forefront of innovation since its founding in 1973, Lectra provides industrial intelligence technology solutions combining Software-as-a-Service (SaaS) solutions, cutting equipment, data, and associated services to players in the fashion, automotive and furniture industries.

With boldness and passion, Lectra accelerates the transformation and success of its customers in a world in perpetual motion thanks to the key technologies of Industry 4.0: artificial intelligence, big data, cloud and the Internet of Things.

These solutions support customers in achieving their strategic objectives: boosting productivity; cutting costs; reducing time-to-market; tackling globalization challenges; enhancing product quality; increasing production capacity; developing brands; and improving marketing campaign impact all while ensuring sustainable growth.

The Group is present in more than one hundred countries. It operates three production sites for its cutting equipment, located in France, China and the United States.

The company is listed on Euronext, and is included in CAC All Shares, CAC Technology, EN Tech Leaders and ENT PEA-PME 150 indices.

A unique offer

Lectra has an unparalleled understanding of its customers' business and technological leadership that enables it to offer a portfolio of innovative products that combine:

- SaaS solutions: optimization of industrial processes from design through production, all the way up to market launch;
- Connected and intelligent industrial equipment: cutting of soft materials (fabric, leather, composite materials and technical textiles);
- Data: solutions to collect, organize and harness data to make well-informed decisions;
- Services: consulting, training, support and maintenance to maximize the value provided by our solutions.

The Lectra 4.0 strategy, a long-term vision

Launched in 2017, the Lectra 4.0 strategy aims to position the Group as a key Industry 4.0 player in its three strategic market sectors (fashion, automotive and furniture) by 2030. It is based on five pillars:

- Premium positioning;
- Focus on three strategic market sectors;
- Customers at the heart of the Group's activities;
- New 4.0 services;
- A committed sustainability policy.

This strategy is implemented through successive three-year roadmaps. The Group's particularly solid financial fundamentals allow it to execute these plans with confidence:

- A wide distribution of activities across various sectoral and geographical markets with different purchasing cycles, as well as a large number of customers worldwide;
- A significant proportion of recurring revenues (over 75%), with margins covering nearly all fixed overhead costs;
- The generation of major annual free cash flow, significantly exceeding net income.

More than 50 years of innovation

Significant investments in innovation and R&D are at the core of the strategy, with over 12% of revenues and almost 25% of employees dedicated to these initiatives each year.

Since 2018, all new software is available through the SaaS model. This model has been widely adopted by customers, as evidenced by a 3-fold increase in SaaS revenues between 2023 and 2025, reaching 89 million euros (representing 18% of total revenues).

Successful external growth operations

Since 2018, the Group has made nine acquisitions and two strategic partnerships. These acquisitions have allowed it to consolidate its market shares by integrating companies operating within the same industries and accessing technological building blocks and offers that round out its portfolio.

A decades-long dedication to durability

Committed to sustainability, Lectra has set high standards in terms of transparency and ethics. It is actively involved in contributing to the conservation and protection of the environment, providing a work environment where all employees feel fulfilled and valued, and giving future generations the means to become leaders in their fields.

Passionate employees

Lectra can rely on the skills and expertise of approximately 2,700 employees across the world. Driven by three core values—being open-minded thinkers, trusted partners and passionate innovators—they work daily alongside the Group's customers to ensure their success.

2. SUMMARY OF ACCOUNTING RULES AND METHODS

The condensed consolidated financial statements at September 30, 2026, have been prepared in accordance with the same rules and methods as those applied in the preparation of the 2025 financial statements. They have been prepared under the responsibility of the Board of Directors and approved at its meeting of October 28, 2026 and have not been subjected to a review by the Statutory Auditors.

They do not include all the information required for a complete set of financial statements and should be read in conjunction with the Group's consolidated financial statements and the related notes for the year ended December 31, 2025, available on lectra.com.

The standards, amendments and interpretations adopted by the European Union whose application is required for fiscal years starting from January 1, 2026 have no impact on the Group's financial statements. The Group has not early adopted any other standards, amendments or interpretations whose application is not required for fiscal years starting from January 1, 2026.

Seasonality

Comparability of the Group's interim and annual accounts may be affected by the slightly seasonal nature of the Group's business, which mostly achieves a higher level of revenues during the fourth quarter of the year. This, in particular, applies to new systems sales. Moreover, overhead costs are reduced during the third quarter due to the summer holidays in France and in European subsidiaries. These two items have a positive impact on income from operations in these quarters.

Critical accounting estimates and judgments

Preparation of the financial statements in accordance with IFRS demands that certain critical accounting estimates be made. Management is also required to exercise its judgment in applying the Group's accounting policies.

The areas involving a higher degree of judgment or complexity or requiring material assumptions and estimates in relation to the establishment of the consolidated financial statements relate to the calculation of the recoverable amount of goodwill and fixed assets, the evaluation of minority shares purchase commitments and the evaluation of deferred tax assets.

Revenues

The Group's revenue comprises different types of revenue, which are aggregated into two categories: recurring revenue (software subscriptions — SaaS, software maintenance contracts, equipment

maintenance contracts, consumables and spare parts) and non-recurring revenue (equipment and related software, perpetual software licenses and non-recurring services).

The Group recognizes a contract with a customer when a written agreement exists, the agreement clearly defines the rights and obligations of each party and the payment terms, it has commercial substance, and collection of the consideration is probable.

Contracts with customers comprise multiple obligations such as the sale of equipment and accompanying software, software licenses in the form of subscription or perpetual licenses, consumables and parts, training and consulting, installation, maintenance, evolution and online services contracts for equipment and software (updates) or the sale of a software license in the form of a subscription (SaaS) together with a maintenance contract and training and consulting services.

Software sales are only recognized separately when the customer can benefit from the software independently from the other goods and services promised in the contract.

Accordingly, software accompanying automated cutting equipment (called pilots) are not recognized separately from these, as they are an inseparable part of the equipment: without the pilot, the equipment would be useless, and without the equipment, the pilot has no use either.

Conversely, specialized software (for instance, software for collection management, patternmaking, simulation), sold under perpetual license separately from the equipment and are considered as a distinct performance obligation.

Other services are considered distinct performance obligations in accordance with IFRS 15 and are therefore recognized separately, in particular based on the following considerations:

- installation of equipment and specialized software is made in a few days and easy to implement, and does not modify their characteristics;
- training services are provided over a short period and are not highly interdependent or interrelated with the other promised goods or services;
- consulting services usually regards the optimization of customers' design and production processes and is very often sold separately from equipment and specialized software;
- service offerings generally relate to the optimization of customers' creation and production processes and do not typically result in significant modification or customization of the underlying software. They are not required for the software to function. Customers can benefit from these services on a stand-alone basis; accordingly, these services constitute separate performance obligations and are recognized separately;
- software and equipment maintenance primarily relates to annual contracts under which the Group's obligation is to stand ready or to make future software versions available; the solutions (equipment and software) are distinct from maintenance since they are entirely ready to work upon delivery and since maintenance services are not critical for the customer to use the solution;
- equipment is most often sold together with one or two years of maintenance, and customers have renewal options that are not granted at a discount compared with the initial maintenance subscription price. Accordingly, renewal options are thus not considered as significant rights that would require separate accounting under IFRS 15.

Sales of consumables and spare parts relate to simple contracts within the meaning of IFRS 15, comprising a single performance obligation.

In accordance with IFRS 15, the transaction price is allocated to each performance obligation based on its stand-alone selling price, corresponding to the price at which the Group would sell a promised good or service separately to a customer. The Group determines stand-alone selling prices of the multiple elements by using observable data as much as possible. For elements which are not sold separately on a customary basis, stand-alone selling prices are estimated based on the Group's pricing policy,

particularly with respect to discounts and rebates.

Revenue recognition differs depending on the nature of the goods and services provided and is based, in accordance with IFRS 15, on the identification of performance obligations and the timing of their satisfaction:

- revenue from sales of equipment (including pilot software) is recognized when the control has been transferred to the purchaser. These conditions are fulfilled upon physical transfer of the equipment in accordance with the contractual sale terms. The same applies to consumables and spare parts;
- software sold as perpetual licenses is regarded as right-of-use licenses under IFRS 15, for which revenues is booked at a certain date, generally the time of installation of the software on the customer's computer (either by USB flash drive or downloading);
- revenues from subscription sales of software (granting the customer with an access right to the said software licenses) is spread over the duration of the customer's commitments;
- revenue from training and consulting services is recognized over time, based on the completion of hours or days of work;
- revenue from equipment and specialized software installation is recognized when these services are rendered;
- revenue from software and equipment maintenance contracts is spread linearly over the duration of the contracts, as they are 'stand-ready obligations'.

Lectra acts as principal in the sale of equipment, as the parts and sub-components manufactured by the Group in France, the United States and China are used as inputs in the production of the finished products sold to customers.

Cost of goods sold

For equipment, cost of goods sold comprises all purchases of raw materials included in the costs of manufacturing, the net change in inventory and inventory write-downs, all labor costs included in manufacturing costs which constitute the added value, freight out costs on equipment sold, and a share of depreciation of the manufacturing facilities.

For SaaS activities, it includes hosting and cloud infrastructure costs.

Cost of goods sold does not include salaries and expenses associated with service revenues, which are included under Selling, General and Administrative Expenses.

Research and development costs

The technical feasibility of software and equipment developed by the Group is generally not established until a prototype has been produced or until feedback is received from its pilot sites, setting the stage for their commercialization. Consequently, the technical and economic criteria requiring the recognition of development costs in assets at the moment they occur are not met, and these, together with research costs, are therefore fully expensed in the period in which they are incurred.

The French research tax credit (crédit d'impôt recherche), as well as grants linked to R&D projects, if any, are deducted from R&D expenses.

Other intangible assets: Internal software and developments

This item contains only software utilized for internal purposes and is amortized on a straight-line basis.

The Group also capitalizes costs directly attributable to software development and configuration, comprising personnel costs for personnel involved in development of the software and external expenses directly relating to these items. For SaaS based software, these costs are capitalized as intangible assets only if the implementation results in the creation of additional code that is separate from the SaaS, controlled by the Group, and meets the definition of an intangible asset.

Earnings per share

Basic net earnings per share are calculated by dividing net income by the weighted-average number of shares outstanding during the period, excluding the weighted-average number of treasury shares.

Diluted net earnings per share are calculated by dividing net income by the weighted-average number of shares adjusted for the dilutive effect of stock options outstanding during the period and excluding the weighted-average number of treasury shares held under the liquidity agreement and the share buyback program.

The dilutive effect of stock options is computed in accordance with the share repurchase method provided by IAS 33. The assumed proceeds from exercise of stock options are regarded as having been used to repurchase shares at the average market price during the period. The number of shares thus obtained is deducted from the total number of shares resulting from the exercise of stock options.

Only options with an exercise price below the said average share price are included in the calculation of the number of shares representing the diluted capital.

Performance indicators

The Group uses performance indicators such as ARR, EBITDA before non-recurring items, income from operations, free cash flow and security ratio, as defined below; it considers these aggregates appropriate for management of the Group and for measurement of the implementation of its strategy.

Annual Recurring Revenue

Given the importance of SaaS activity for Lectra, the Group publishes its ARR (Annual Recurring Revenue), which is commonly used in the SaaS industry. It replaces the new orders indicator for SaaS subscriptions.

ARR can be thought of as the stock of active SaaS subscriptions at a given point in time. ARR therefore anticipates the evolution of SaaS revenues in the coming years. As ARR is an inventory-based concept, it will be published at the exchange rate prevailing on the last day of the quarter.

EBITDA before non-recurring items

The Group defines EBITDA before non-recurring items (Earnings Before Interest, Tax, Depreciation and Amortization) as the addition of operating income before non-recurring items and net depreciation and amortization of non-current assets.

This indicator allows the Group to monitor its operating performance directly related to business activity, excluding the impacts of capitalized investments.

Income from operations before non-recurring items and income from operations

The Group uses an intermediate balance referred to as 'Income from operations', defined as income excluding financial operations, companies accounted for by the equity method, discontinued operations or those held for sale, and income tax.

When the Group identifies non-recurring items, it tracks its operating performance by means of an intermediate balance referred to as 'Income from operations before non-recurring items'. This financial metric reflects income from operations less non-recurring income and plus non-recurring expenses.

Where applicable, non-recurring items are presented on a specific line and reflect the impact on the financial statements of events that are either unusual, abnormal, or infrequent. There are very few of these and their amounts are significant.

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

Free cash flow is equal to net cash provided by operating activities minus cash used in investing activities, excluding cash used for acquisitions of companies (net of cash acquired), and minus repayments of lease liabilities according to IFRS 16.

Within free cash flow, the Group isolates non-recurring cash-ins and -outs, corresponding to the income and expenses of the same nature in the income from operations. Restated from these elements presented on a specific line, the Group thus identifies the free cash flow before non-recurring items.

The Group considers this definition of free cash flow before non-recurring items as a performance indicator of its work on cash management.

Security ratio

The security ratio is defined by the Group as the percentage of annual fixed overhead costs covered by gross profit on recurring revenues.

This ratio is used by the Group to measure the coverage of annual fixed overhead costs by revenues that do not depend on customer's investment decisions from one year to the next.

Operating segments

Operating segment reporting is based directly on the Group's performance tracking and review systems. The segments disclosed in note 4 are identical to those covered by the information regularly communicated to the Executive Committee, in its capacity as the Group's 'chief operating decision maker'.

Reported segments refer to the major marketing regions. The regions concerned are the Americas, Europe, Middle East and Africa (EMEA); and Asia-Pacific. These regions provide sales and services to their customers. They do not perform any industrial activities or R&D. They draw on centralized competencies and a wide array of functions that are pooled among all the regions, including marketing, business development, logistics, procurement, production, R&D, finance, legal affairs, human resources, information systems, etc. All these cross-divisional activities are reported as an additional column referred to here as 'Corporate' and which allows for reconciliation with the amounts presented in the Group's financial statements.

Performance is measured by the segment's EBITDA before non-recurring items and impairment of assets, if any. Marketing regions derive their revenues from external customers; all inter-segment billings are excluded from this item. The gross profit margin rates used to determine operating performance are identical for all regions. They are computed for each product line and include added value supplied by Corporate. Consequently, for products or services supplied in full or in part by Corporate, a percentage of consolidated gross profit is retained in the income computed for Corporate to cover its costs. Since most of Corporate's general overheads are fixed, its profit margin and consequently its EBITDA before non-recurring items depend mainly on the volume of business generated by marketing regions.

3. SCOPE OF CONSOLIDATION

On September 30, 2026, the Group's scope of consolidation comprised the parent company, Lectra SA, together with 72 fully consolidated companies, 15 of which come from the acquisition of Launchmetrics and 2 entities consolidated under equity method. It also includes Caron Technology, acquired on August 1, 2026. Furthermore, 4 companies are not consolidated.

Minority shares purchase commitments

For certain of its past acquisitions, the Group did not acquire 100% of the share capital and voting rights at inception, but committed to later purchases (sometimes staggered), with cross puts and calls. This entails the recording of a liability (short- or long-term, depending on the scheduling of the options).

In 2025, the Group completed several acquisitions of minority interests: Launchmetrics (20.5 million euros in June 2025, increasing the Group's ownership to 63.2%), Neteven (3.3 million euros in September 2025) and Glengo Lectra Teknoloji (1.7 million euros in June 2025), resulting in full ownership of the latter two subsidiaries.

In March 2026, the Group increased its interest in TextileGenesis from 50.5% to 75.3% for an additional consideration of 19.5 million euros.

In June 2026, the Group increased its interest in Launchmetrics to 76.0% of the diluted share capital for an additional consideration of 22.6 million euros.

Acquisition of Caron

On September 3, 2026, the Group announced the acquisition of the Italian company Caron Technology S.r.l.

The transaction involved the immediate acquisition of 70% of the capital and voting rights of Caron Technology S.r.l for 1.9 million euros.

The acquisition of the remaining capital and voting rights will take place in two installments in July 2028 and July 2029 and will bring the total acquisition price to approximately 3.0 million euros.

The purchase price accounting is in the process of being finalized. As of today, the main impacts on the Group's financial statements are:

- Goodwill recorded for an amount of 0.5 million euros;
- Non-controlling interests recorded for an amount of 0.6 million euros, measured at their proportionate share in the net assets acquired (using the "partial goodwill method");
- A debt to recognize the minority shares purchase commitment, measured at fair value, recorded for a total amount of 1.1 million euros (classified as non-current liabilities). The counterpart is recorded in 'Equity, Group share'.

The acquisition cost for Lectra has been entirely disclosed under the heading 'Acquisition cost of companies purchased' in the statement of cash flows, net of cash acquired, for an amount of 1.3 million euros.

Caron Technology S.r.l has been fully consolidated since August 1, 2026.

Acquisition of minority interest in AQC Industry (AQC) and Six Atomic

On December 19, 2025, AQC carried out a capital increase of 1.4 million euros, reserved for Lectra, allowing it to acquire an additional 15.5% of the company's shares and voting rights. Following this acquisition, Lectra holds 44.4% of the company's shares and voting rights.

In April 2026, Lectra subscribed to a 1.1 million euros capital increase in Six Atomic, increasing its ownership interest from 17.9% to 23.5% of the company's shares and voting rights.

There was no other change in the scope of consolidation in 2026, nor in 2025.

Non-consolidated entities

Historically, 4 sales and services subsidiaries are not consolidated, their revenues being immaterial both separately and combined. On September 30, 2026, their combined revenues amounted to 1.7 million euros, and their combined assets amounted to 3.2 million euros. They had no financial debt outside of the Group. Most of the sales activity of these subsidiaries is billed directly by Lectra SA.

Transactions with these subsidiaries mainly concern purchases from Lectra SA for the purposes of their local operations, or charges and commissions billed to Lectra SA to cover their overheads when they act as agents. The amount of these transactions was not significant on September 30, 2026.

4. OPERATING SEGMENTS INFORMATION

Nine months ended September 30, 2026 (In thousands of euros)	EMEA	Americas	Asia-Pacific	Corporate	Total
Revenues	166,287	120,724	74,242	-	361,253
EBITDA before non-recurring items	30,748	23,572	4,164	(1,371)	57,113

Nine months ended September 30, 2025 (In thousands of euros)	EMEA	Americas	Asia-Pacific	Corporate	Total
Revenues	166,434	124,038	92,631	-	383,103
EBITDA before non-recurring items	27,677	22,535	5,675	5,697	61,585

The 'Corporate' column allows for the reconciliation with the amounts in the Group's financial

statements.

5. CONSOLIDATED CASH FLOW SUMMARY

Nine months ended September 30, 2026 (In thousands of euros)	Cash and cash equivalents	Financial debts	Net cash
Free cash flow	36,372	-	36,372
Proceeds from issuance of ordinary shares ⁽¹⁾	373	-	373
Sale and purchase of treasury shares ⁽²⁾	(19,851)	-	(19,851)
Acquisition cost of companies purchased ⁽³⁾	(1,270)	-	(1,270)
Acquisition cost of equity investments	(1,060)	-	(1,060)
Change in share of interests in controlled entities ⁽⁴⁾	(43,112)	-	(43,112)
Dividend paid	(13,307)	-	(13,307)
Subscriptions to long-term and short-term debt ⁽⁵⁾	35,000	(35,000)	-
Repayment of short-term and long-term debt	(8,289)	8,289	-
Impact of currency variations and others	1,047	(312)	735
Change in cash position for the period	(14,098)	(27,023)	(41,120)
Cash position at December 31, 2025	65,065	(86,389)	(21,324)
Cash position at September 30, 2026	50,968	(113,412)	(62,444)
Change in cash position for the period	(14,098)	(27,023)	(41,120)

(1) Resulting solely from the exercise of stock options.

(2) Carried out under the liquidity agreement and the share buyback program administered by Natixis (see note 7).

(3) This amount corresponds to the acquisition cost, net of cash acquired, of Caron (see note 3).

(4) The amount corresponds to the acquisition of minority interests in Launchmetrics and TextileGenesis (see note 3).

(5) The amount relates to a drawdown on a revolving credit facility (see note 8).

Free cash flow at September 2026 amounts to 36.4 million euros.

This figure results from a combination of 55.6 million euros in cash flows provided by operating activities, including 0.8 million euro in U.S. duty drawback, a decrease in working capital of 10.0 million euros and an increase in other operating non-current assets of 3.0 million as well as capital expenditures of 11.1 million euros (excluding the acquisition of Caron Technology and the capital increase of Six Atomic). Finally, the repayment of lease liabilities (according to IFRS 16), for 8.1 million euros, was considered.

The change in working capital is explained as follows:

- - 7.1 million euros arise from the increase in customer deposits;
- + 2.7 million euros resulted from a decrease in trade payables.;
- - 2.4 million euros arise from the decrease in trade receivables, reflecting the collection at the beginning of the year, generally annually in advance, of a significant portion of recurring contracts. (the change in receivables reflected in the consolidated cash flow statement is calculated considering the "Deferred Revenue" line item in the statement of financial position, which primarily includes the portion of recurring contracts billed but not yet recognized as revenue);
- -1.8 million euros comes from the decrease in inventories;
- - 1.2 million euros come from the increase in tax liabilities and receivables;
- - 0.2 million euros come from changes in other current assets and liabilities; none of these changes, taken individually, represent a significant amount.

As of September 30, 2026, the working capital requirement is negative at 54.1 million euros. It includes the current portion (3.0 million euros) of the receivable of 18.5 million euros from the French tax administration relating to the uncollected and unapplied research tax credit.

6. RESEARCH TAX CREDIT

When the research tax credit applicable in France recognized in the year cannot be deducted from the corporate income tax, it is treated as a receivable on the French tax administration. If unused in the

three following years, it is historically repaid to the Company in the fourth year.

The Group presents separately non-current (to be repaid in over a year, and time-discounted) part of the income tax receivable related to the French research tax credit.

The research tax credit (4.0 million euros) for the first nine months of 2026 has been recognized but has not been applied against corporate income tax due.

As of September 30, 2026, the Group holds a receivable of 19.6 million euros from the French tax administration (of which 16.7 million euros is classified under other non-current assets), consisting of:

- The balance of the research tax credit for Lectra SA, after application against corporate income tax for each fiscal year: 2.8 million euros for the first nine months of 2026, 3.2 million euros for the fiscal year 2025, 1.3 million euros for the fiscal year 2024, none for the fiscal years 2020 to 2023 (as the research tax credit receivable was fully applied against corporate income tax for those periods), and 8.2 million euros for 2018-2019. It also includes the outstanding balance of 0.8 million euros of the research tax credit arising from the merger with Neteven;
- The balance of the research tax credit for Launchmetrics France (3.4 million euros, of which 1.2 million euros for the first nine months of 2026).

Furthermore, the amounts due beyond one year have been reduced by 0.7 million euros due to their discounting.

As of December 31, 2023, the Group booked a provision for risks amounting to 6.6 million euros following the tax administration's challenge of the research tax credit for Lectra SA. This adjustment concerns the fiscal years 2018 and 2019, for a total amount of 8.2 million euros, of which:

- 5.1 million euros corresponds to unreimbursed research tax credit receivable from the French tax administration;
- 3.1 million euros relating to research tax credit receivable that were incorrectly reimbursed by the French tax authorities in July 2023, as they remained subject to the ongoing tax dispute. This amount was repaid to the French tax authorities in September 2025 following the tax collection notice.

With all administrative appeals exhausted, the company now intends to defend its position in a contentious procedure. The provision was maintained as of September 30, 2026.

Considering its estimates of tax credits and corporate income tax for the next three fiscal years, the Group does not expect to make any significant payment in respect of corporate income tax in France, from which will be deducted in full the research tax credit of each fiscal year.

7. TREASURY SHARES

Since January 1, 2026, the Company has purchased 1,350,420 shares and sold 247,271 shares at an average price of €18.06 and €18.36 respectively under the liquidity agreement and the share buyback program administered by Natixis.

On May 5, 2026, Lectra granted Natixis, acting as an investment services provider, a mandate to acquire its own shares for an amount of 25 million euros. As of September 30, 2026, 1,120,204 shares had been acquired for a total amount of 20.1 million euros. The remaining amount to be acquired, i.e. 4.9 million euros, was recognized under other liabilities, with a corresponding entry in equity.

As of September 30, 2026, the Company held 1,141,510 Lectra shares (i.e. 3.0% of the share capital) with an average purchase price of € 18.03, all of which were held under the liquidity agreement and the share buyback program.

8. CASH AND CASH EQUIVALENTS AND NET CASH

(In thousands of euros)	September 30, 2026	December 31, 2025
Available cash	50,968	63,565
Cash equivalents	-	1,500
Borrowings and financial debts	(113,412)	(86,389)
Net cash / (net debt)	(62,444)	(21,324)

Lease liabilities under IFRS 16 and minority shares purchase commitment are excluded from financial debt in the calculation of net debt.

The Company signed an agreement with its banks in January 2024 for a 100 million euros loan, which was drawn down on June 27, 2024, with a five-year maturity, payable by eight semi-annual instalments of 7.5% and 40% in fine. It bears interest at the 3-month or 6-month Euribor rate, to which a margin is added, depending on a leverage ratio and set at 155 base points.

The costs related to the set-up of the loan were deducted from the initial amount recorded in the balance sheet and will be amortized over the duration of the loan (amortized cost under IFRS 9).

In parallel, an interest rate hedge has been established through an interest rate swap for one-third of the borrowed amount over three years. The fair value of this financial instrument as of September 30, 2026, represents a liability of 19 thousand euros.

The Company also has a Revolving Credit Facility (RCF) of a maximum amount of 60 million euros, it bears interest at the Euribor rate of the period, to which a margin is added, depending on a leverage ratio and set at 115 base points. As of September 30, 2026, this facility was drawn down for 35 million euros.

On September 30, 2026, Launchmetrics' financial debts amounted to 1.2 million euros.

The maturity of the financial instruments was as follows:

(In thousands of euros)	September 30, 2026	December 31, 2025
Borrowings		
Short term – less than one year	50,669	15,488
Long term – more than one year, and less than five years	62,742	70,901
Total	113,412	86,389
Derivative financial instruments		
Long term – more than one year, and less than five years	19	413
Total	19	413

9. SENSITIVITY ANALYSIS TO ECONOMIC CONTEXT

Exchange risk hedging instruments

Since January 2026, the average parity between the US dollar and the euro was €1/\$1.16. The Group's currency risk hedging policy remains unchanged compared to December 31, 2025.

Exchange risk hedging instruments on September 30, 2026, were comprised of forward sales and purchases of foreign currencies (mainly US dollars) for a net total equivalent value (purchases minus sales) of 22.7 million euros, intended to hedge almost all its existing balance sheet positions.

Sensitivity of revenues and EBITDA before non-recurring items to a change in exchange rates

The sensitivity of revenues and EBITDA before non-recurring items to a change in exchange rates was based on December 31, 2025, exchange rates for the relevant currencies, in particular €1/\$1.17. The sensitivity to a change in exchange rates takes past acquisitions into account.

Restating 2025 results at these exchange rates would result in a reduction in revenues and EBITDA before non-recurring items, which would amount respectively to €497.3 million and €75.2 million,

corresponding to an EBITDA margin of 15.1%.

In view of the estimated share of revenues and costs denominated in US dollars or in currencies correlated with the US dollar, a 5-cent fall in the euro against the US dollar (leading to an annual average exchange rate of €1/\$1.12) would mechanically increase 2026 annual revenues by approximately 9.0 million euros and annual EBITDA before non-recurring items by 3.8 million euros. Conversely, a 5-cent appreciation of the euro against the US dollar (i.e. €1/\$1.22) would mechanically reduce annual revenues and EBITDA before non-recurring items by the same amounts.

IV. COMPANY CERTIFICATION OF THE FIRST NINE MONTHS OF 2026 FINANCIAL REPORT

“We certify that, to our knowledge, the financial statements for the first nine months of 2026 have been prepared in accordance with applicable accounting standards and provide a fair view of the assets, financial position, and results of the Company and of its consolidated companies. We further certify that the attached financial report presents a true and fair view of the significant events that occurred during the first nine months of the fiscal year and their impact on the financial statements, the main related-party transactions, as well as a description of the main risks and uncertainties for the remaining three months of the fiscal year.”

Paris, October 28, 2026

Daniel Harari
Chairman and Chief Executive Officer

Olivier du Chesnay
Chief Financial Officer