Q3 and 9M 2026 Financial results

Daniel Harari, *Chairman and CEO*
Olivier du Chesnay, *Chief Financial Officer*

Q3 and 9M 2026 results

- **Q3 and 9M 2026 key highlights**
- Q3 and 9M 2026 results
- Balance sheet and free cash-flow
- 2026-2028 Financial objectives

Q3 and 9M 2026 key highlights

Persistent economic uncertainty

Limited visibility on non-recurring revenues

Continued ARR growth

Strong structural EBITDA margin growth

- Pricing discipline
- Manufacturing adjustment
- Resource optimization

Solid balance sheet

Significant 9M cash flow

Efficient working capital management

Q3 and 9M 2026 key highlights

INNOVATION

Continued investment in R&D, AI and new offers

R&D

13.7%

of Q3 2026 Revenues

Supporting product innovation and SaaS growth

Integrating more and more AI into offers

Accelerating software development thanks to AI

APOGY

New product

Launched in September 2026

First cloud-based solution embedding Agentic AI dedicated to fashion product development

AI

Internal acceleration

Accelerating execution by systematically including AI into operations

Caron Technology

70% of equity

Acquired in August 2026 for €1.9m

Strengthening historical industrial alliance

Leveraging on Caron's product portfolio and technology to accelerate equipment R&D plan

GRANDS PRIX DES ETI BFM Business

Lectra winner of the **2026 Innovation Award**

Q3 and 9M 2026 results

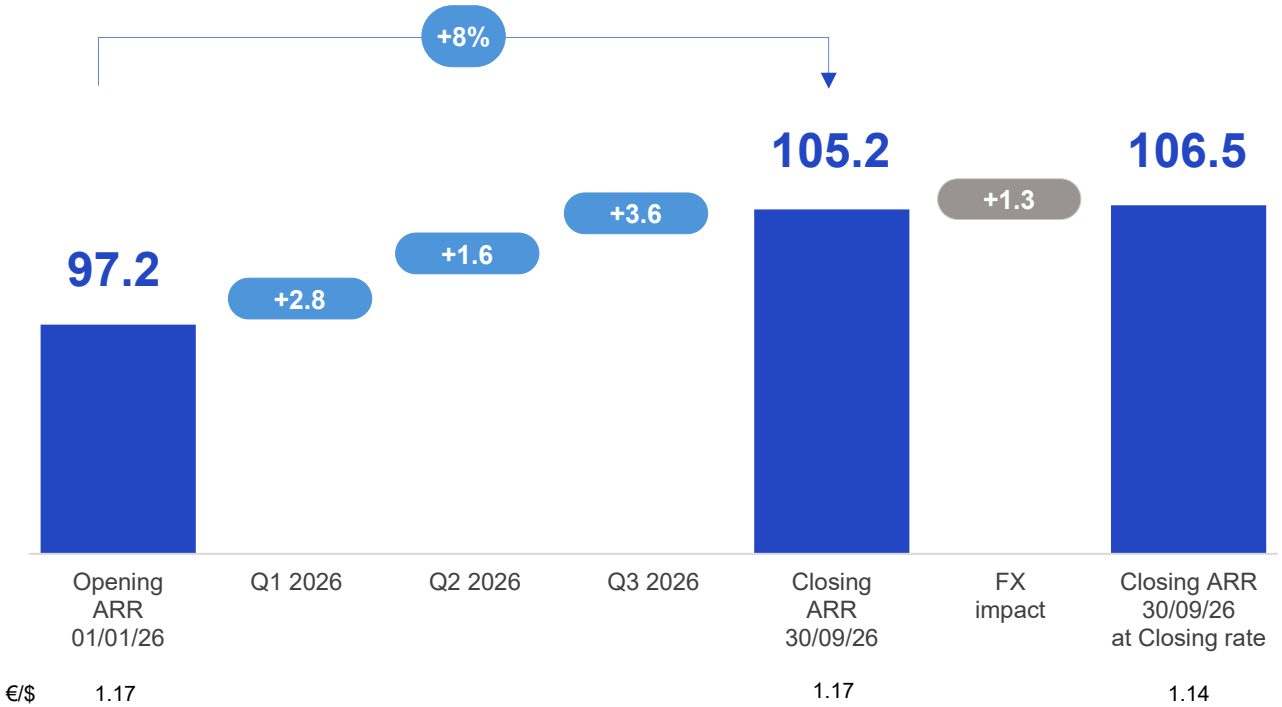
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- Detailed comparisons between 2026 and 2025 are presented, unless otherwise indicated, at 2025 exchange rates, and excluding the perimeter effect of Caron acquisition (like for like).
- The Q3 2025 and Q3 2026 figures are presented, unless otherwise indicated, at the actual exchange rates of 1.17 (2025) and 1.15 (2026), respectively for the €/$ parities.
- The 9M 2025 and 9M 2026 annual figures are presented, unless otherwise indicated, at the actual exchange rates of 1.12 (2025) and 1.16 (2026), respectively for the €/$ parities.

Q3 and 9M 2026 results

Strong Q3 with €3.6m ARR
9M ARR growth of +8%

Annual Recurring Revenues (ARR)
In millions of euros



+8% 9M 2026 **ARR Growth**

Best quarter for ARR

Launchmetrics regains momentum in Q3

TextileGenesis, Kubix Link and Valia show double-digit growth

Q3 and 9M 2026 results

Disappointing consumables and parts activity in Q3
Growth of recurring contracts at 3% in 9M 2026

Recurring revenues

	2026 Actual (€m)	Variation vs. 2025
9M	285.0	+1%

Recurring contracts

	2026 Actual (€m)	Variation vs. 2025	SaaS subscriptions	Software maintenance contracts	Equipment maintenance contracts
Q3	62.1	+3%	25.3 (+12%)	11.9 (-6%)	24.9 (-1%)
9M	184.5	+3%	73.7 (+13%)	36.0 (-6%)	74.8 (stable)

Consumables and parts

	2026 Actual (€m)	Variation vs. 2025
Q3	33.0	-5%
9M	100.5	-2%

79% 9M 2026 **Recurring revenues weight**

Continued growth in recurring contract revenues, thanks to SaaS subscriptions

Software maintenance gradually declining due to evolution from perpetual licenses to SaaS

Equipment maintenance affected by planned phase-out of older generations

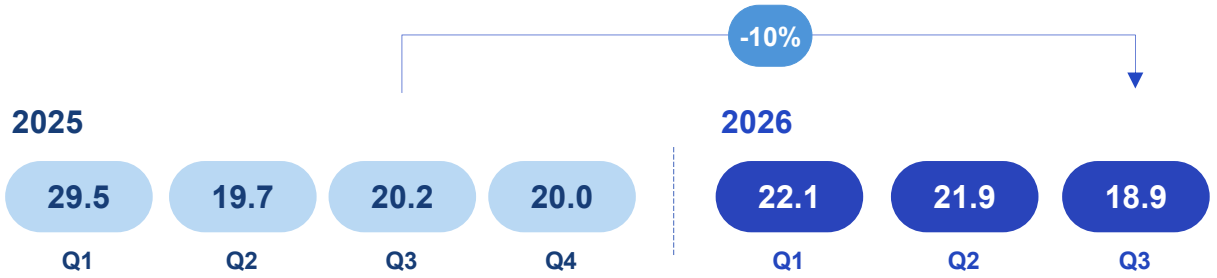
Disappointing Q3 consumables and parts activity impacted by decrease in non-core activities and weaker Asia-Pacific activity

Q3 and 9M 2026 results

Low Q3 Equipment orders
9M Equipment orders decreasing 9%

Equipment orders*

9M	62.9	-9%



€62.9m 9M 2026 **Equipment orders**

9M decrease coming from Q1 2025 high comparable basis

Market conditions continue to weigh on customers' CAPEX, and visibility remains limited

Orders (€m)	Variation vs. 2025

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

Q3 and 9M 2026 results

Q3 regional mix shows volatility in market quarterly trend
Over 9M, Americas and Europe growing while Asia-Pacific and Rest of World decreasing

Equipment orders by region

Americas

	Orders (€m)	Variation vs. 2025
Q3	5.4	-22%
9M	18.4	+22%

Europe

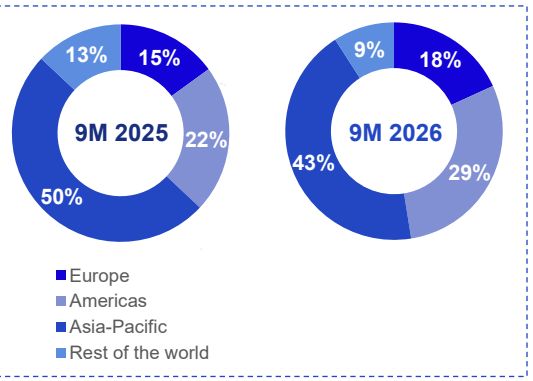
	Orders (€m)	Variation vs. 2025
Q3	4.1	+68%
9M	11.3	+9%

Asia-Pacific

	Orders (€m)	Variation vs. 2025
Q3	7.9	-4%
9M	27.3	-21%

Rest of World

	Orders (€m)	Variation vs. 2025
Q3	1.4	-55%
9M	5.8	-33%



Q3 and 9M 2026 results

Fashion and Other Industries showing a better Q3 order intake
Automotive and Fashion equipment orders reflecting end markets difficulties

Equipment orders by market





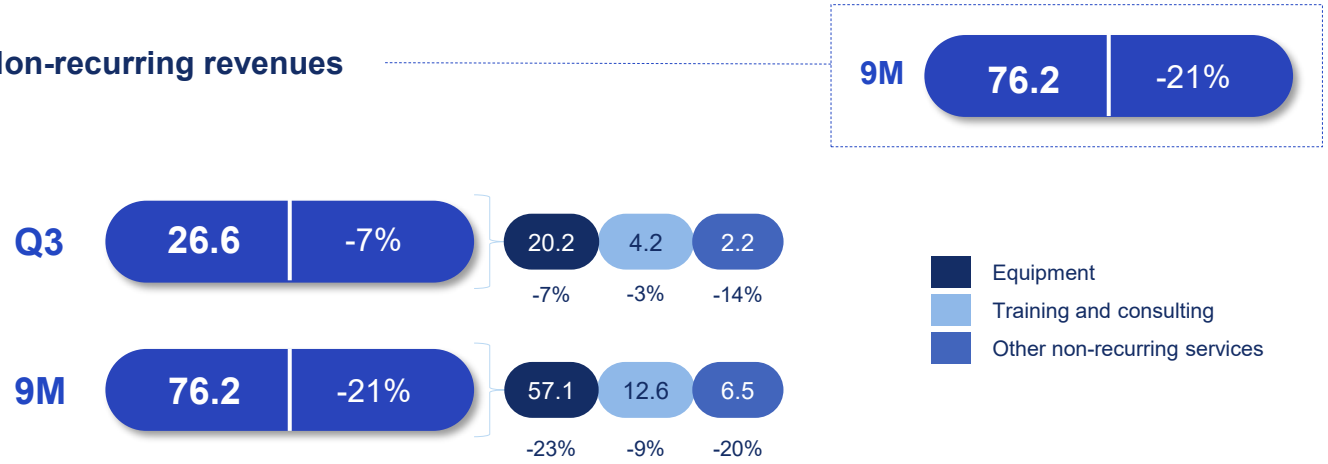

	Fashion	Automotive	Furniture	Other Industries
Q3	9.4 | +5%	4.2 | -31%	1.5 | -38%	3.7 | +11%
9M	27.2 | -15%	19.6 | -22%	5.4 | +32%	10.7 | +40%

2026 Actual (€m)	Variation vs. 2025

Q3 and 9M 2026 results

Q3 non-recurring revenues decreased 7%
9M revenues down 21%

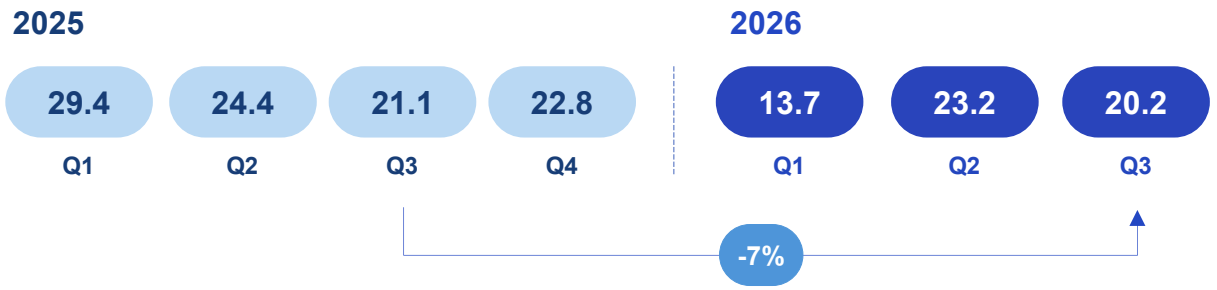
Non-recurring revenues



21% 9M 2026 **Non-Recurring revenues weight**

9M non-recurring revenues decrease mainly linked to Q1 2026 low performance

Zoom on equipment



€21.4m equipment backlog at end of September
of which 90% expected to trigger revenues in Q4 2026

2026 Actual (€m)	Variation vs. 2025

Q3 and 9M 2026 results

EBITDA growing 10% in Q3 despite decline in revenues
Net Income growing 10% over 9M thanks to optimizations

	Q3		9M	
Revenues	**121.6**	-2%	**361.3**	-4%
Gross margin[1]	**90.6**	+1%	**269.3**	-2%
% of revenues	74.5%	+160 bps	74.5%	+190 bps
Overhead costs	**-77.1**	-2%	**-241.6**	-2%
EBITDA	**23.4**	+10%	**57.1**	-3%
% of revenues	19.3%		15.8%	
Net income[2]	**10.4**	+45%	**20.1**	+10%
% of revenues	8.6%		5.6%	

+10%

9M 2026
Net income growth

Gross margin rate up 190 bps through pricing discipline and manufacturing adaptation

Overhead savings more than offset inflation

Net income benefited from the use of tax loss carryforwards

Security ratio[3] reaches 99%

2026 Actual (€m) | **Variation vs. 2025**

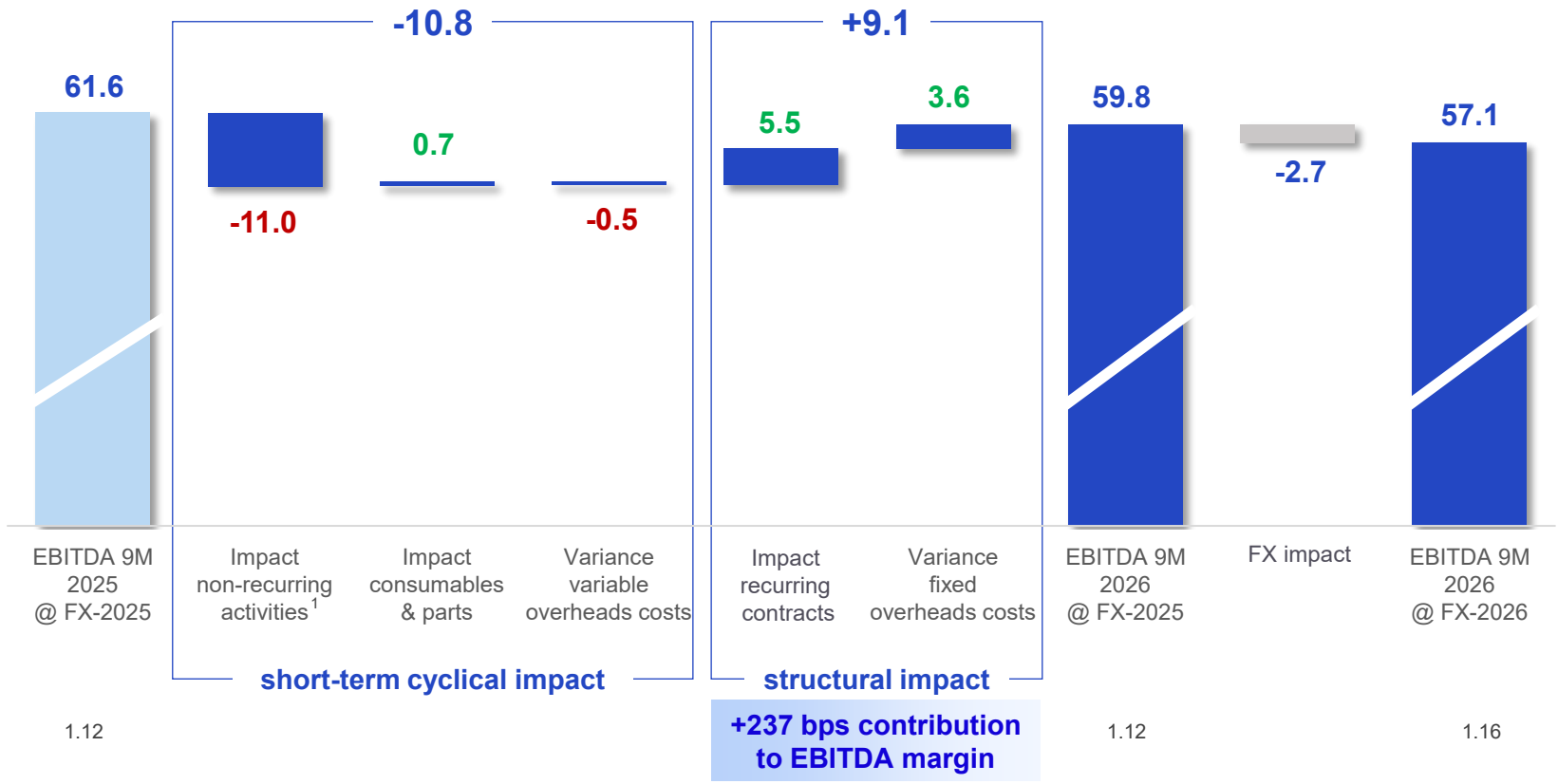
[1] include €0.8m US tariff refund
[2] variation at actual rate
[3] fixed costs are covered by the margin of recurring activity

Q3 and 9M 2026 results

Q3 results reinforce the structural impact of EBITDA contribution
Lower non-recurring revenues explain the decrease of EBITDA over 9M

Evolution of EBITDA before non-recurring items 9M 2025 – 9M 2026

In millions of euros



[1] revenues of software perpetual licenses, equipment and non-recurring services

Q3 and 9M 2026 results

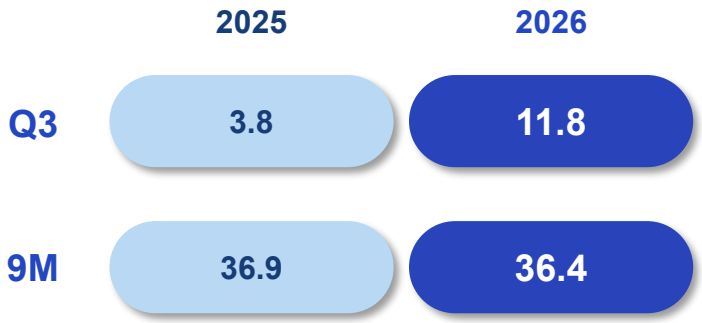
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Balance sheet and Free cash-flow

Strong free-cash flow generation and working capital improvement

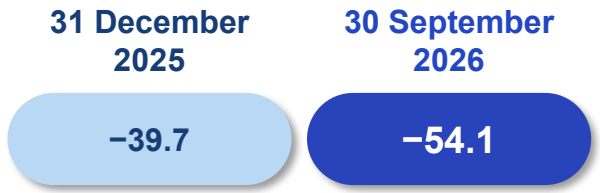
Free cash-flow*

In millions of euros



Working capital requirement

In millions of euros



€36.4m 9M 2026 **Free cash-flow**

Free cash-flow performance demonstrates efficient cash collection execution and working capital optimization

Working capital requirement showing an improvement of €14.4m

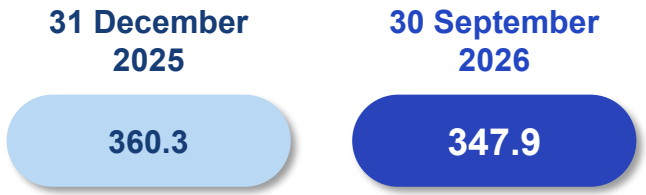
* before non-recurring items

Balance sheet and Free cash-flow

Limited net debt despite important cash-out

Equity

In millions of euros



Debt*

In millions of euros

	31 December 2025	30 September 2026
Financial debt	86.4	113.4
Treasury	65.1	51.0
Net financial debt	21.3	62.4

€62.4m **Net debt at** Sep. 30th, 2026

Limited net financial debt despite significant cash-out:

- €21.9m for Launchmetrics reaching 76% ownership
- €19.2m for TextileGenesis reaching 75.3% ownership
- €13.3m of dividends
- €20.1m for share buyback program

* Includes a draw-down of €35m of Revolving Credit Facility at Sep. 30th, 2026 (no draw-down at Dec. 31st, 2025)

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2026-2028 Financial objectives

2026-2028 GUIDANCE

+15%

ARR yearly growth

contributing to **5% to 8% yearly growth of recurring contract** revenues

EBITDA margin

+120 to 180 bps/year*

Continued cost optimization

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

**In the event that equipment orders and consumables and parts revenues remain stable. Any rebound –the timing and magnitude of which remain uncertain– would represent an additional growth potential for revenues and EBITDA.*

2026 UPDATE

SaaS ARR and recurring contract revenues growth below ambitions in 2026

due to more difficult than expected environment

Accelerated cost reduction

Contribution from the structural improvement to EBITDA margin to exceed 180 bps in 2026

Security Ratio target confirmed

Like-for-like
Excluding non-recurring items


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Thank you