ANALYST CONFERENCE
Paris, February 12, 2016

André Harari, Chairman of the Board of Directors

Daniel Harari, Chief Executive Officer

Jérôme Viala, Chief Financial Officer

Analyst Conference – Paris, February 12, 2016

Financial Results for Q4 2015

Financial Results for FY 2015

Strategic Roadmap for 2013–2016: Third Progress Report

2016 Outlook

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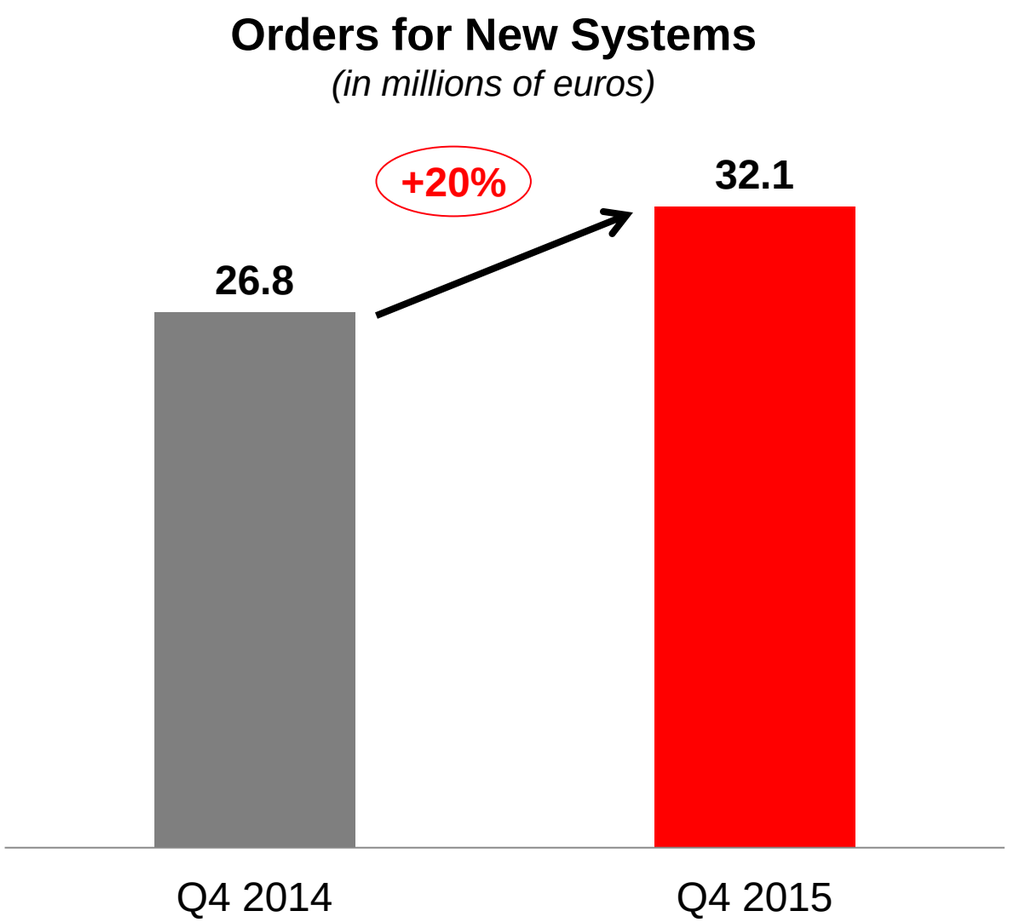
Q4 2015: Steep Rise in Orders for New Systems



Orders for new systems totaled €32.1 million

- An increase of €5.3 million compared with Q4 2014
  - New software licenses: €6.6 million (+8%)
  - CAD/CAM equipment: €21.7 million (+29%)
  - Training and consulting: €3.1 million (-4%)
  - Like-for-like, orders increased by 12%
- Like in 2014, Q4 was the strongest quarter of the year
  - Orders were €21.3 million in Q1 2015, €26.2 million in Q2 2015 and €22.9 million in Q3 2015

Q4 2015: Income from Operations and Net Income Up Sharply

In millions of euros	Q4 2015 Actual	Q4 2015 At 2014 exchange rates	Q4 2014 Actual	Change at actual exchange rates		Change like-for-like	
				€M	%	€M	%
Revenues	**62.2**	**59.0**	**57.4**	**+4.8**	**+8%**	**+1.6**	**+3%**
New systems	26.0	24.3	24.6	+1.5	+6%	-0.3	-1%
Recurring	36.2	34.7	32.9	+3.3	+10%	+1.8	+6%
Gross profit	**46.4**	**43.5**	**42.5**	**+4.0**	**+10%**	**+1.1**	**+3%**
in % of revenues	*74.7%*	*73.8%*	*74.0%*		*+0.7 points*		*-0.2 points*
Income from operations	**8.9**	**7.0**	**6.6**	**+2.3**	**+35%**	**+0.4**	**+7%**
in % of revenues	*14.2%*	*11.8%*	*11.4%*		*+2.8 points*		*+0.4 points*
Net income	**7.4**	**na**	**4.8**	**+2.6**	**+55%**	**na**	**na**
Free cash flow*	**6.7**	**na**	**4.0**	**+2.7**	**+68%**	**na**	**na**
$/€ exchange rate	1.09	1.25	1.25				

- Figures are in line with the estimates published on October 29

* For Q4 2014, the amount excludes the receipt of €5.7 million relating to the 2010 French research tax credit. In 2015, the 2011 French research tax credit (€4.8 million) was received in Q3.

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Tougher than Expected Macroeconomic Conditions

Several unforeseen events have aggravated conditions

- Slowing growth of the global economy, particularly China's, with consequences for all Asian countries, which are highly dependent on China, and raw material-exporting countries
- Major currency shifts unsettling almost all countries' conditions
- Crash of Brazil's economy
- Wars in the Middle East
- Terrorist attacks in France and elsewhere in the world
- Steep fall in oil prices
- Etc.

The proven competitiveness of the US industry was among the positives, meanwhile

Companies within Lectra's market sectors have consequently slowed their investments in response to a lack of visibility and rising concerns

Positive Impact from Weaker Euro

The sharp fall in the euro since summer 2014 has been a major event for the company

- Exchange rate variations have had a very favorable mechanical impact overall, boosting revenues and income from operations at actual exchange rates
- It has significantly bolstered its competitive position worldwide
  - Lectra has opted to maintain its R&D and manufacturing in France, while investing in innovation to enhance its competitiveness: most of Lectra's production costs are thus euro-denominated, with practically zero inflation
  - Conversely, most of its competitors (especially the main one, a US company) manufacture their equipment in China: consequently, their operating costs, essentially yuan-denominated, are subject not only to continuously rising wages and social charges, but also to higher inflation

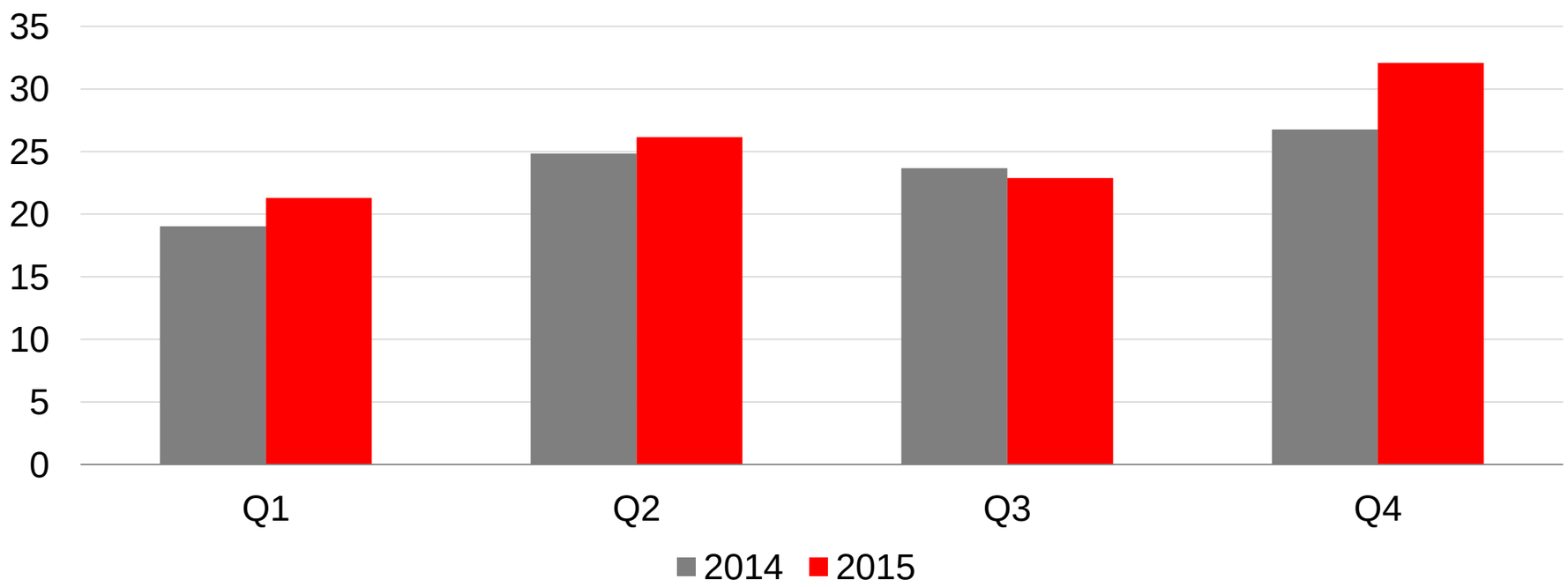
At the same time, the competitive situations of Lectra's customers have altered radically

- The European companies that have outsourced their production or made their purchases in China must adjust to rising import costs by realigning their supply strategy
- As a result, as Chinese manufacturers become less competitive they are experiencing a decline in orders from European customers, leading to industrial overcapacity, which in turn has negatively impacted their investment decisions
- In emerging countries, the sharp depreciation in their currencies against the dollar has also damaged business investment due to significantly increased costs

Given the complex effects produced by such sharp fluctuations in currency parities, like-for-like comparisons between 2015 and 2014 are of limited relevance

Orders for New Systems Up at Actual Exchange Rates and Stable Like-for-Like

Orders *(in millions of euros)*	**2015** Actual	**2014** Actual	**Change 2015 / 2014** At actual exchange rates	**Change 2015 /2014** Like-for-like
Total	**102.4**	**94.3**	**+9%**	**stable**
Of which				
New software licenses	*23.7*	*22.4*	*+6%*	*-1%*
CAD/CAM equipment	*64.2*	*57.0*	*+13%*	*+3%*
Training and consulting	*12.3*	*12.8*	*-4%*	*-9%*



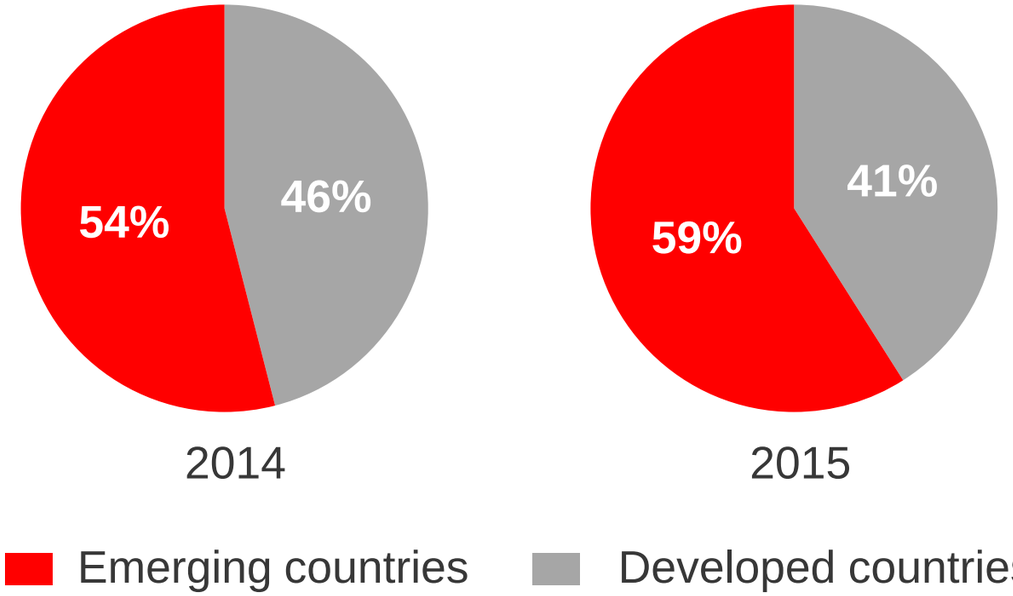
In millions of euros – Figures at actual exchange rates.

Strong Rebound in North America and in Furniture

Change 2015 vs. 2014 at actual exchange rates

Highly contrasted situation[1]

- Europe (36% of total orders): -5%
- Asia-Pacific (29%): -1%
  - Of which China (14%): -14%
- Americas (28%): +55%
  - North America (22%): +64%
  - South America (5%): +24%
- Other countries (6%): +11%



The share of emerging countries increased[2]

- Emerging countries: +18%
- Developed countries: -2%

An increase in orders driven by Fashion and apparel, and Furniture

- Fashion and apparel (49% of total vs. 49%): +9%
  - Europe: -8%
  - North America: +78%; South America: +46%
  - Asia-Pacific: +12%
- Automotive (33% vs. 36%): stable
  - Europe: -4%
  - North America: +44%; South America: -50%
  - Asia-Pacific: -16%
- Furniture (11% vs. 8%): +59%
- Other industries (7%): -5%

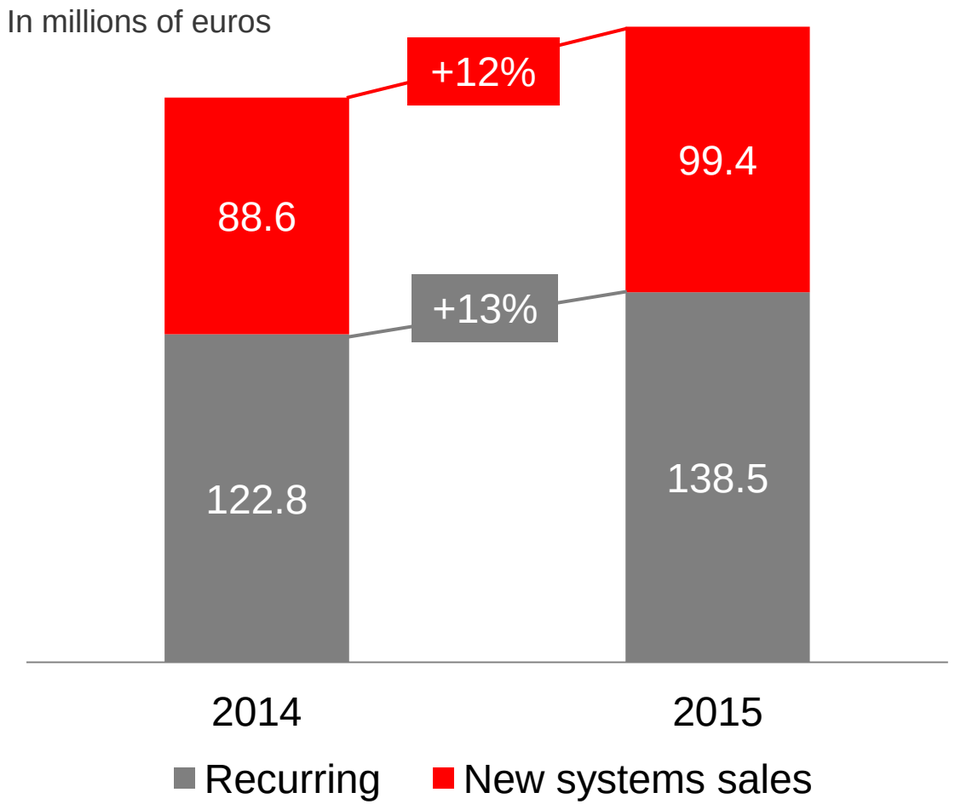
[1] Like-for-like: Asia-Pacific -13%; North America +19%; South America +3%.

[2] Like-for-like: emerging countries +6% (China -24%; Brazil -29%; Mexico +159%; Eastern Europe -18%...) and developed countries -7%.

Orders for new software licenses, CAD/CAM equipment, and training and consulting.

Growth in Revenues, Sharp Increase in Order Backlog

Increase in total revenues
+€26.5 million (+13%)



Revenues from new systems sales (42% of total revenues): €99.4 million (+12%)

- New software licenses: €23.7 million (+9%)
- CAD/CAM equipment: €61.3 million (+13%)
- Training & consulting: €12.2 million (+17%)

Revenues from recurring contracts (33%): €79.7 million (+11%)

- Software evolution and online services contracts: €46 million (+10%)
- CAD/CAM equipment maintenance and online services contracts: €33.7 million (+13%)

Revenues from consumables and spare parts (25%): €58.8 million (+15%)

Order backlog: €23 million at December 31, 2015 (+€3.5 million vs. December 31, 2014)

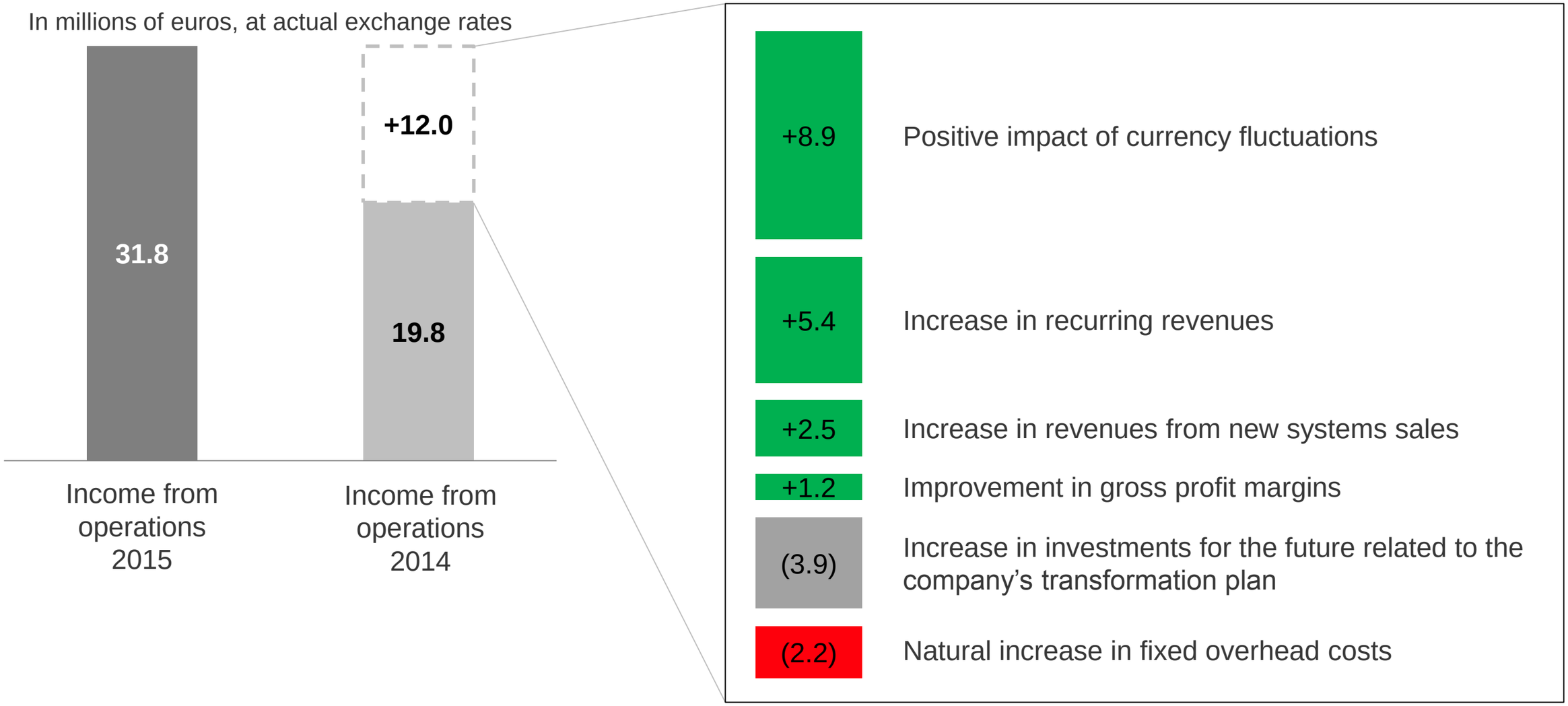
- Of which €17 million of orders for new software licenses and CAD/CAM equipment (€14.1 million for shipment in Q1 2016 and €2.9 million over the rest of the year) and €6.1 million for training and consulting to be delivered as projects are carried out

Very Strong Earnings Growth

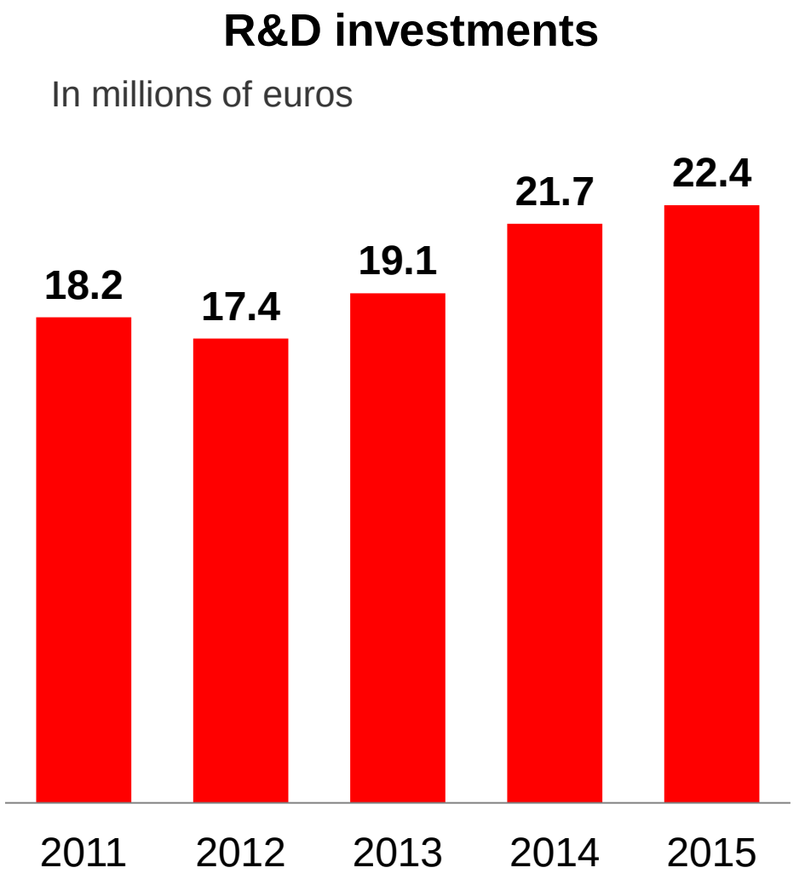
In millions of euros	2015 Actual	2015 At 2014 exchange rates	2014 Actual	Change at actual exchange rates		Change like-for-like	
				€M	%	€M	%
Revenues	**237.9**	**221.5**	**211.3**	**+26.5**	**+13%**	**+10.2**	**+5%**
New systems	99.4	91.6	88.6	+10.8	+12%	+3.0	+3%
Recurring	138.5	130.0	122.8	+15.8	+13%	+7.2	+6%
Gross profit	**179.3**	**164.4**	**155.7**	**+23.6**	**+15%**	**+8.7**	**+6%**
in % of revenues	*75.4%*	*74.2%*	*73.7%*		*+1.7 points*		*+0.5 points*
Income from operations	**31.8**	**22.9**	**19.8**	**+12.0**	**+61%**	**+3.1**	**+16%**
in % of revenues	*13.4%*	*10.3%*	*9.4%*		*+4.0 points*		*+0.9 points*
Net income	**23.4**	**na**	**14.4**	**+9.0**	**+63%**	**na**	**na**
Free cash flow	**21.5**	**na**	**19.0**	**+2.5**	**+13%**	**na**	**na**
$/€ exchange rate	1.11	1.33	1.33				

- The company's objective was to generate total revenues of approximately €240 million, income from operations of around €29 million, an operating margin of 12%, and net income of around €20 million, based on exchange rates at December 15, 2014 (notably $1.25/€1)
  - At actual exchange rates, revenues are very close to this objective, income from operations is €2.8 million ahead, operating margin is 1.4 percentage points higher and net income exceeds it by €3.4 million
  - At the exchange rates used when setting these objectives, revenues were €226 million and income from operations was €25.4 million, lagging behind by €14 million (-6%) and €3.6 million (-12%)

The Increase in Recurring Revenues Finances the Increase in Costs Related to the Transformation Plan



Acceleration of R&D Investments



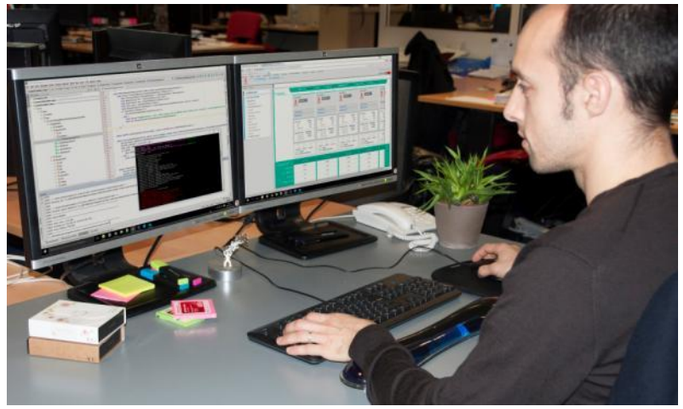
R&D is not reported on the balance sheet: R&D spending is fully expensed and included in the overhead costs for the fiscal year

2015 R&D costs increased by 3% to €22.4 million and represented 9.4% of revenues (10.2% in 2014)

- Net R&D costs[1]: €14.3 million (€13.5 million in 2014)
- 265 engineers (18% of workforce) dedicated to R&D

€98.7 million invested over the last 5 years

- Net R&D investments[1]: €63.3 million



[1]After deducting the research tax credit and the corresponding portion of the competitiveness and employment tax credit applicable in France and grants accounted for in the period.

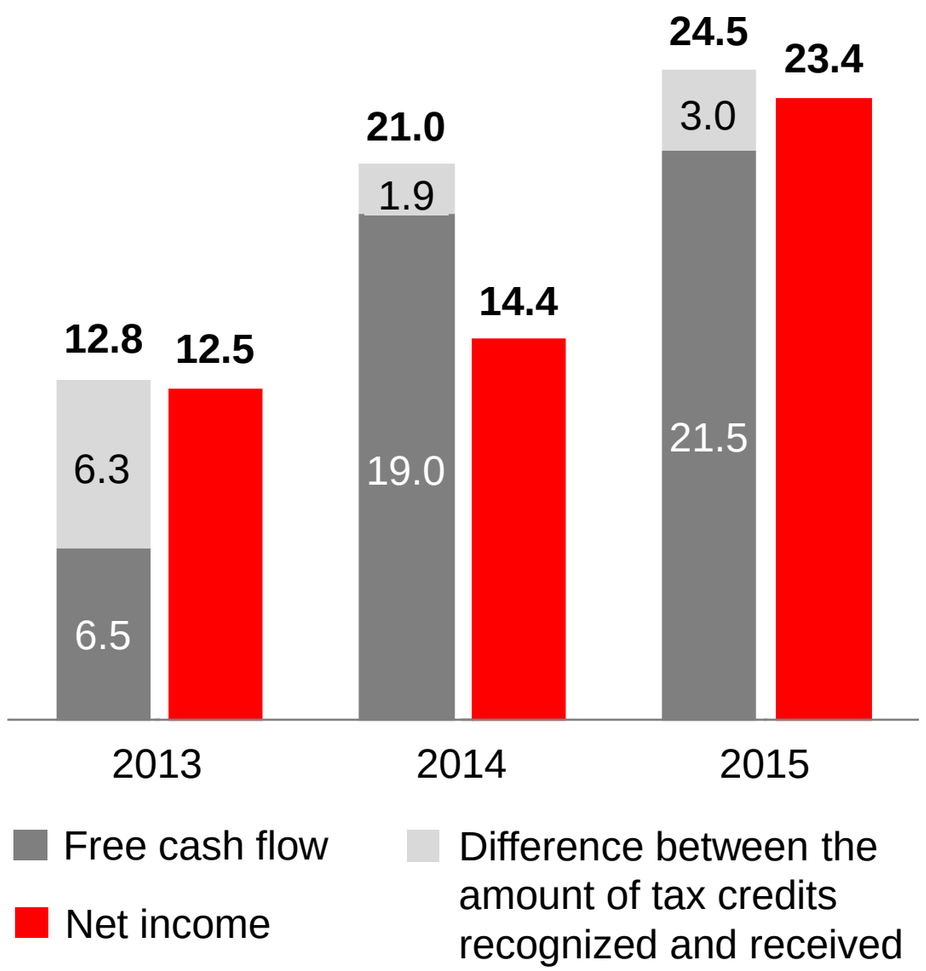
FocusQuantum, the next generation of airbag cutting solutions

A major breakthrough in airbag manufacturing

- FocusQuantum is a comprehensive airbag solution range, combining high-performance laser cutters for both one-piece woven (OPW) and flat airbags, as well as a purpose-built software suite and a full range of value-added professional services
- The FocusQuantum offers more than twice the productivity of Lectra's previous generation solutions, together with unmatched precision and the enhanced reliability of predictive maintenance
- Lectra holds about 70% of the airbag cutting solutions market
  - Potential is strong due to the number of machines requiring replacement and the additional capacity needs linked to the growing use of airbags in vehicles

Free Cash Flow Continues to Reflect the Pertinence of Lectra's Business Model

In millions of euros, before non-recurring items



2015 free cash flow: €21.5 million (+13%)

- Cash flow provided by operating activities: €29.7 million (including a €0.1 million increase in the working capital requirement)
- Increase in working capital requirement: €0.1 million
  - Excluding the impact of the non-received 2015 research tax credit and competitiveness and employment tax credit, and the 2011 research tax credit reimbursement, the decrease in working capital requirement would have been to €2.9 million
- Capital expenditures: €8.2 million
- If the tax credits received had been equal to the amount recognized, free cash flow would have been €24.5 million, exceeding net income by €1.5 million

Cumulated free cash flow since January 1, 2013: €58.2 million

- €47 million before non-recurring items

A Zero-Debt Company, Shareholders' Equity and Net Cash Position Further Reinforced

At December 31, 2015

Shareholders' equity: €113 million

- €94.3 million at December 31, 2014

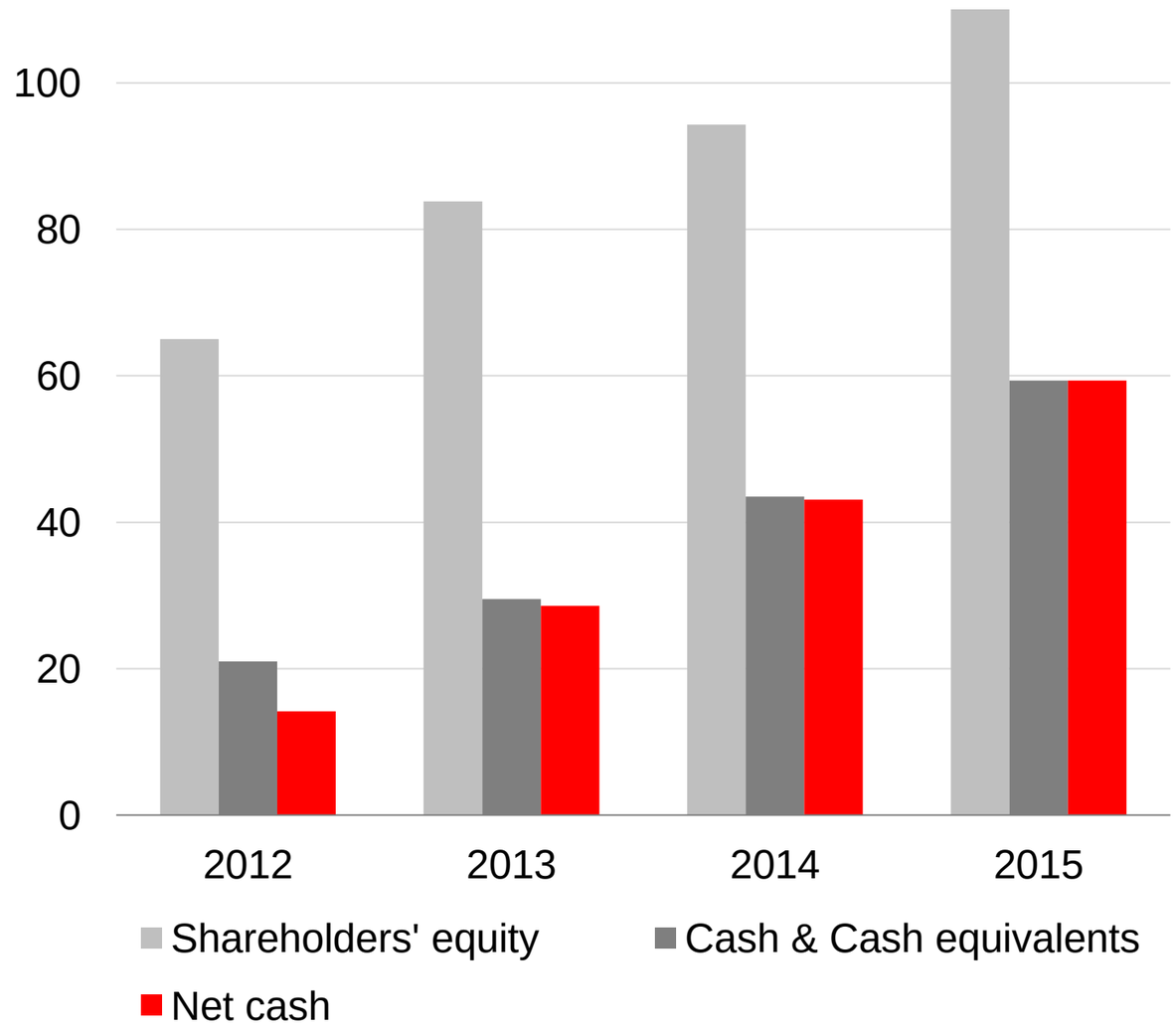
Net cash: €59.3 million

- After payment of the dividend of €7.6 million (€0.25 per share) declared in respect of FY 2014
- €43.1 million at December 31, 2014
- The company has no financial debt

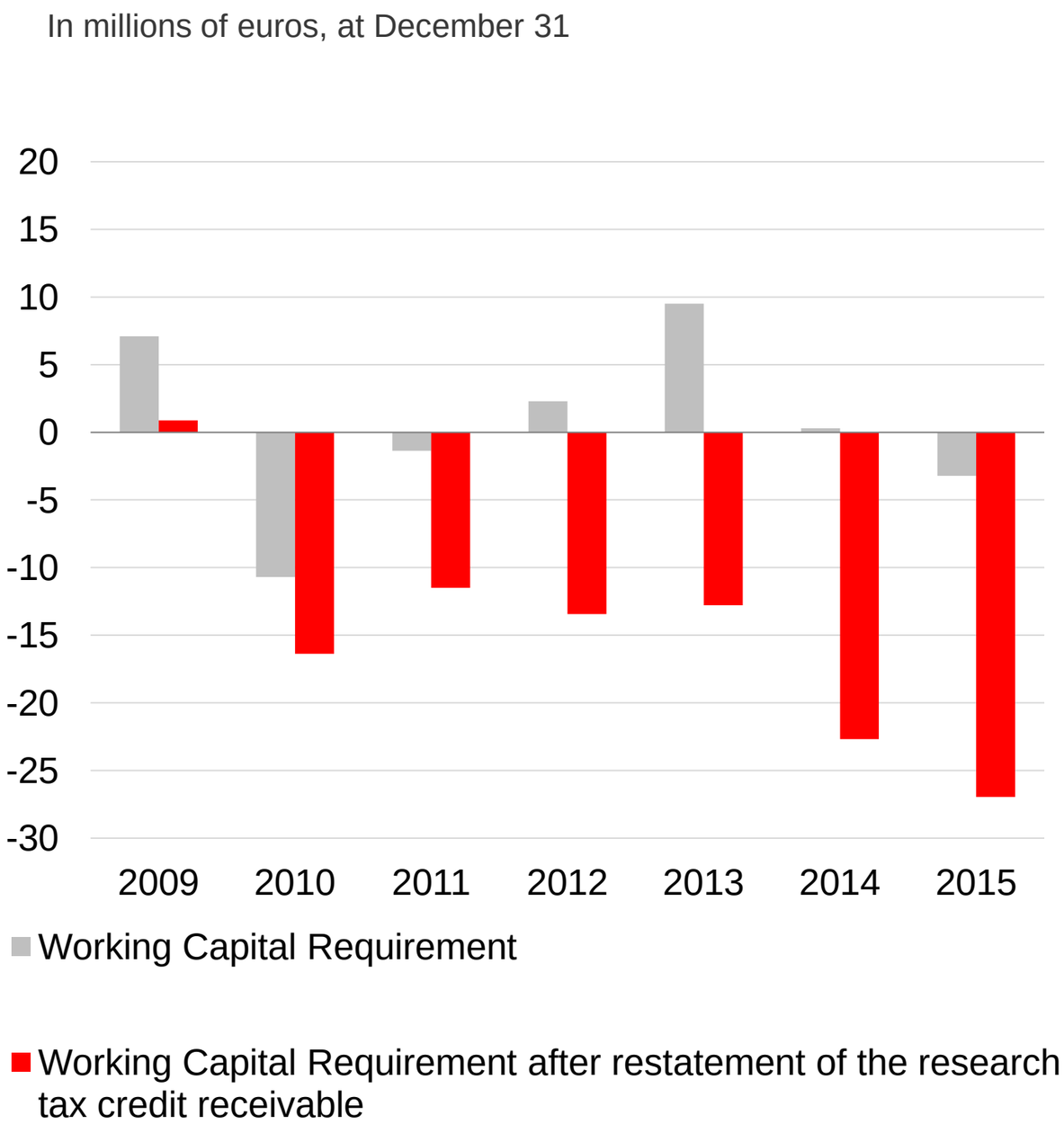
Receivable on the French tax administration: €23.7 million

- It corresponds to the research tax credit recognized from 2012 to 2015 (which have not yet been received or offset against income tax), which will be reimbursed annually between 2016 and 2019, and comes on top of net cash

In millions of euros, at December 31



A Structurally Negative Working Capital Requirement, a Key Feature of Lectra's Business Model



Working capital requirement at December 31, 2015 was negative at €3.2 million

- This includes the receivable of €23.7 million on the French tax administration (*Trésor public*)

Restated for this receivable, the working capital requirement was negative at €27 million

Dividend Raised to €0.30 per Share (+20%)

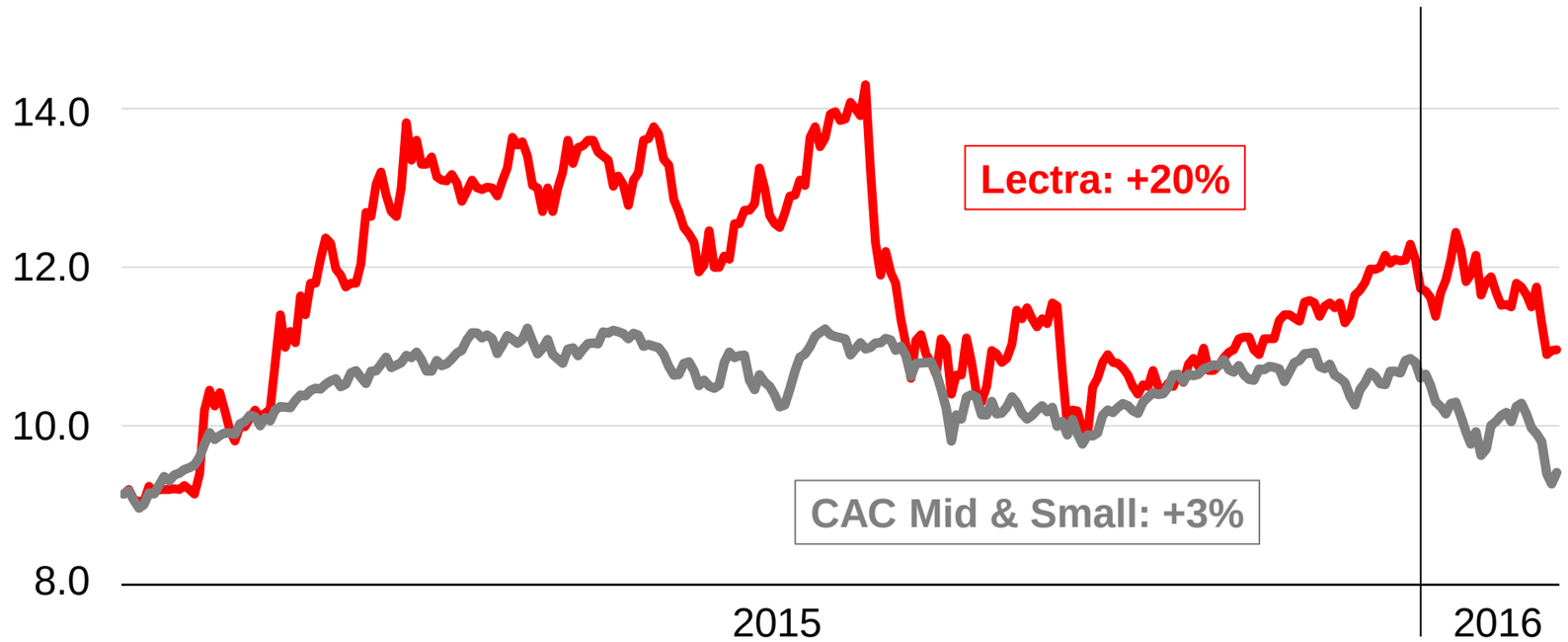
The Board of Directors will propose to the annual Ordinary Shareholders' Meeting of April 29, 2016 to increase the dividend to €0.30 per share in respect of fiscal 2015

- The company had declared a dividend of €0.25 per share in respect of fiscal 2014 and of €0.22 per share in respect of fiscal 2013, 2012 and 2011
- Payout ratio: 40% of 2015 net income
- Yield: 2.5%*
- Payable: May 6, 2016

* Based on the December 31, 2015 closing share price.

Further Increase in Share Price, After an Increase of 75% in 2013 and 10% in 2014

Evolution from January 1, 2015 to February 10, 2016
(in euros, daily closing price and index)



Ownership[2]

- André Harari and Daniel Harari: 36.1%
- Free float: 63.9%
  - Delta Lloyd (Netherlands): >5% and <10%
  - No other shareholder above 5%
- In 2015, the number of shares increased by 457,285 (+1.5%) due to the exercise of options

Share price

- February 10, 2016: €10.96
- 2015
  - High (July 30): €14.65
  - Low (January 6): €8.98
- Volume traded[1] in 2015
  - Shares: 8.7 million (+28%)
  - Capital: €101.9 million (+86%)

Market Capitalization[2]: €337 million

- Enterprise Value: €278 million
  - 1.2x 2015 Revenues
  - 8.7x 2015 EBIT
- 2015 PER: 14.4x

[1] According to Euronext statistics. These figures do not include trading on any other trading platform.
[2] At February 10, 2016.

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Financial Results for Q4 2015

Financial Results for FY 2015

Strategic Roadmap for 2013–2016: Third Progress Report

Each chapter is followed by a progress report, mentioned by ➡

2016 Outlook

Strategic Roadmap for 2013–2016

Lectra's first strategic roadmap, for 2010-2012, was intended to strengthen the company, prepare it for the post-crisis challenges and seize resulting opportunities

- It successfully demonstrated its effectiveness and the solidity of Lectra's business model, as well as its high degree of resilience

The company published its second strategic roadmap, for 2013-2015, which outlined its transformation plan and €50 million in investments for the future

- Slower than expected global growth and increasingly uncertain macroeconomic conditions counseled caution, and in its February 11, 2014 report the company announced it was postponing fulfilment of its financial objectives initially set for 2015 until the end of 2016

Continuing to give priority to long-term strategy, the company had set five strategic objectives

- Accentuate the technological leadership and the high value of its product and service offer
- Strengthen its competitive position and its long-term relationships with customers
- Accelerate organic growth
- Boost profitability by regularly increasing the operating margin
- Generate free cash flow in excess of net income* thus self financing its future growth

➡ **These five strategic objectives have guided the company in its operations and are reflected in its 2015 business and financial results**

* Assuming that the French research tax credit and the competitiveness and employment tax credit recognized in the year, are received or used.

Building for The Future in the New Post-Crisis Economic Order

The roadmap was based on the following assumptions

- Eight economies (Brazil, Russia, India, China, South Korea, Indonesia, Mexico and Turkey) would generate half of global growth over the present decade
  - Following China's example, their growth models were expected to be driven increasingly by domestic demand, greater added value, and efforts to raise corporate margins. Lectra was well armed to turn this new economic order into a vehicle for dynamic growth
  - The other half of global growth was still expected to occur in developed countries, where the Group already held a significant market share
- On this view, the company expected to build on its premium positioning
  - Lectra remained the sole player in its industry able to supply a complete high value offer across all its geographical markets and market sectors, giving its customers a unique long-term competitive advantage
- Five accelerators were expected to drive Lectra's growth
  - The emerging countries, together with the industrial revival in the United States and other developed countries
  - The automotive market, which is currently experiencing far-reaching technological and geographical change
  - The leather market, thanks to the revolutionary new range of Versalis automated cutters
  - PLM for fashion and apparel, where Lectra supplies collaborative solutions for superior collection management
  - 3D technology for fashion and apparel, the new universal product development solution

In its second progress report, the company noted that countries and market sectors' contributions to growth in Lectra's activity varied widely, depending on the change in the state of their respective economies since its initial assumption

- Consequently, the three growth accelerators for 2015 and 2016 were expected to be China, the automotive market and PLM for fashion and apparel, the others being expected to produce their effects further into the medium term

Contribution to the Growth of the Group's Activity is Very Different According to Each Country…

➡ The upheaval in foreign exchange parities, together with the slowdown in the Chinese economy and the impact of these two factors on many economies (Turkey, Brazil, South Korea and certain ASEAN countries), have had a sharply negative impact on the Group's business

- After a period of transition and stabilization, which may continue for an unknown length of time, China should account, alone, for around a third of growth potential of business activity in the medium term, as forecast
  - Lectra's offer is ideally suited to the Chinese government's new *Made in China 2025* plan to develop the country's high value-added industrial capabilities
- In the current tougher economic climate, Brazil's and Turkey's contributions are expected to revert to their forecast levels over a longer time horizon
- The United States, Germany, Italy and France, along with Mexico, could pick up faster than expected

…and According to Each Market

➡ Having further reinforced its premium positioning, continued to enrich its teams' expertise, and bolstered its technological leadership in 2015, Lectra is poised to leverage to the maximum opportunities in its different markets

- Despite transient under-performance in the automotive market in 2015, its share in the Group's activity is expected to increase in 2016 as well as in the medium term
  - Under the combined impact of expanding markets in China and the other emerging countries, the rising proportion of leather-upholstered car interiors, and the growing use of airbags
  - The revolutionary new FocusQuantum laser airbag cutter that was launched in December 2015 should contribute to further strengthening Lectra's leadership
- Growth in the leather market will be concentrated essentially in the automotive sector
  - Due to slower uptake of new technologies in the furniture market (which nevertheless rebounded strongly in 2015 and should represent over the medium term the second-largest market for leather after automotive) and the fashion and apparel market
- Market globalization, rising consumption in the emerging countries and the growth of internet sales are all expected to boost demand for PLM software in the fashion and apparel market
  - Despite some successes in 2015, PLM orders continue to lag behind expectations, but sales are expected to accelerate from 2016
  - Adoption of 3D technology will proceed more slowly than forecast: this technology represents an inevitable revolution for businesses, obliging them to radically rethink their development methods in order to reap its benefits in full

Deliberately Cautious Macroeconomic Assumptions

The roadmap was based on the weak macroeconomic conditions prevailing in 2012 and on global growth forecasts known at the time, while allowing for an upturn in business confidence

- Given the prevailing conditions, businesses would inevitably need to adapt and build for their own future, as well as to start investing again gradually
- In its February 11, 2015 report, the company stated that 2015 looked unpredictable

➡ **The macroeconomic context was more difficult than expected**

Clear and Ambitious Financial Goals

The main goals contained in the 2013-2016 strategic roadmap were

- Revenue growth of 33% or greater over the period 2013-2016
- A 15% operating margin before non-recurring items in 2016
- More than doubling income from operations before non-recurring items and net income in four years
- A security ratio (the percentage of annual fixed overhead costs covered by gross profit on recurring revenues) above 75%

➡ In 2015, while orders for new systems and corresponding revenues again fell behind the roadmap for the year, recurring revenues outpaced expectations

- The company benefited fully from the positive effects of a weaker euro, with revenues, income from operations and net income up by 13%, 61% and 63% respectively, at actual exchange rates
- Fixed overhead costs other than investments for the future were below budget and all other metrics were in line or better than expected
- The business model has emerged strengthened, moreover, with better than expected profitability ratios, overall gross profit margin and operating margin especially, and the security ratio was particularly robust (83%)
- Translated at the exchange rates assumed in 2013, revenues and income from operations are lagging behind the roadmap

Exchange rates at February 1, 2013, in particular $1.35/€1. Change like-for-like. Excluding non-recurring items. These goals were founded on organic growth.

Far-Reaching Company Transformation Plan and Investments for the Future

This three-point plan, launched at the end of 2011, covered the four-year period from 2012 to 2015, and comprised

- A major recruitment plan to strengthening sales and marketing teams
- The addition of 40 software R&D engineers in Bordeaux–Cestas, bringing the total R&D workforce to 260 engineers
- Accelerated investment in marketing

In millions of euros	2012	2013	2014	2015
Transformation plan (annual fixed overhead costs)	**6.6**	**9.8**	**13.6**	**18.1**
*Recruitment plan**	*6.6*	*8.3*	*10.5*	*13.6*
Strengthened investment in R&D	*–*	*1.0*	*1.6*	*1.5*
Acceleration of investment in marketing	*–*	*0.4*	*1.5*	*3.1*
Cumulated fixed overhead costs related to the transformation plan	**6.6**	**16.4**	**30**	**48.1**

➡ Investments for the future will reach €50 million as initially planned

- Around €2 million committed in 2015 will be recorded in the expenses for 2016
- The transformation and investment for the future plan will have enabled a major renewal and a reallocation of resources toward the most strategically important activities as well as the fastest-growing geographical markets and market sectors, with a total Group headcount as planned
- The company has now entered a process of continuous improvement

* Including €3.1 million of non-recurring costs in 2012, €3.6 million in 2013, €2.4 millions in 2014 and € 2.1 million in 2015.

The Plan Leads to an Extensive Renewal of Teams

Workforce by function	2011	2011 (%)	2015	2015 (%)	2011–2015 Evolution
Sales, marketing	214	16%	306	20%	x1.4
Services	451	34%	467	31%	
R&D	218	16%	265	18%	x1.2
Purchasing, production, logistics	154	12%	157	10%	
Administration	301	22%	322	21%	
Total	**1,338**	**100%**	**1,517**	**100%**	**+179**

➡ Workforce has increased by 179 since the end of 2011 to 1,517 employees, 13% of which joined the company in 2015 and 37% since the start of the plan

- Sales (including the pre-sales consultants) and marketing teams: 337 (+109 since end 2011), of whom 24% joined the Group in 2015 and 62% since the launch of the plan
- R&D teams: 265 (+47, nearly all of whom are software R&D engineers)

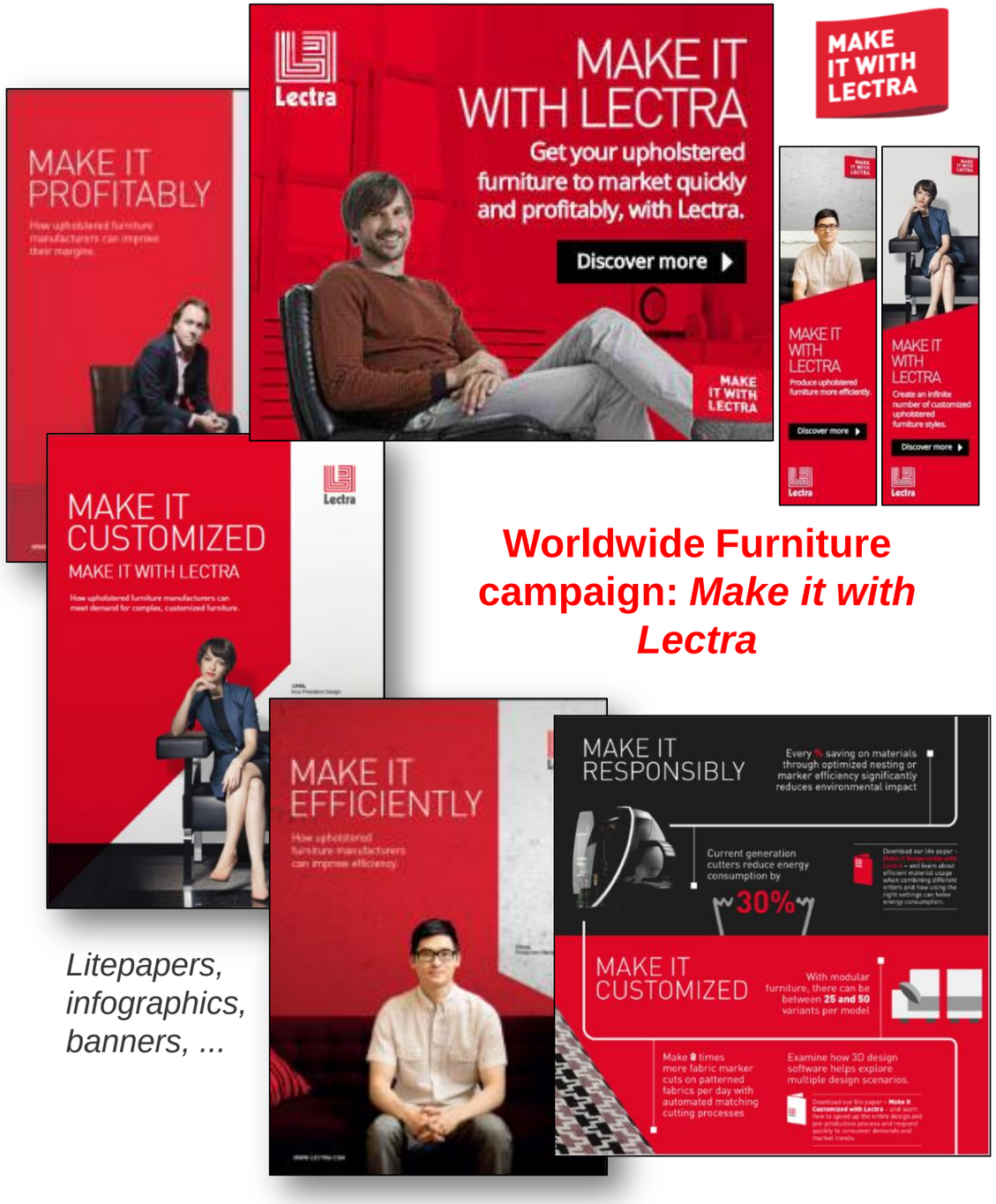
➡ This plan came to an end at the close of 2015, as intended

- Practically all of the planned recruitments occurred
  - Delays in recruiting sales teams in 2013 and 2014 together with certain replacements mean that teams are more recent than planned: almost a quarter of sales teams have been with the company for less than 12 months
- 23 individuals, most of whom were recruited at the end of 2015, will join the Group in 2016, bringing the total workforce to 1,540

Acceleration in Marketing Investments is Strengthening Lectra's Image

➡ *Click to see online content*

Brochures, White papers, Press releases



Worldwide Furniture campaign: *Make it with Lectra*

Litepapers, infographics, banners, …

Videos

Large-Scale International Events

Lectra regularly organizes seminars based on its technological and service offer relating to the theme of change and transformation on its Bordeaux-Cestas campus

- It also welcomes customers from around the world to become familiar with the various aspects of Lectra's value proposition, share their experiences and test solutions dedicated to their businesses

Lectra shares a glimpse into the future of the automotive leather industry
April 2015

How to make change a success with Lectra Fashion PLM
June 2015

Make it with Lectra: from an idea to a furniture item
November 2015

A Zero Debt Company, Development Internally Funded in Full, Sustainable Dividend-Payment Policy

The roadmap's objective was for annual free cash flow to continue to exceed net income*, enabling the company to pursue its dividend-payment policy while financing its future development, free of all financial debt

- The company intended to pursue its dividend-payment policy with a payout ratio of around 33% of net income**
  - This ratio could exceptionally rise to or exceed 50%, until the investments for the future have produced their full impact, insofar as they were already taken into account in the computation of net income and free cash flow
- The company would refrain from any share buyback plan, apart from the Liquidity Agreement
- It would preserve its cash in order to finance future targeted acquisitions, should the right opportunities arise on favorable terms

➡ **The balance sheet at the end of 2015 is much stronger than expected**

➡ **Income and free cash flow have enabled the company to increase its dividend steadily**

➡ **No acquisition took place, nor was any envisaged**

* Assuming utilization or receipt of the research tax credit and the competitiveness and employment tax credit applicable in France.
** Excluding non-recurring items.

Analyst Conference – Paris, February 12, 2016

Financial Results for Q4 2015

Financial Results for FY 2015

Strategic Roadmap for 2013–2016: Third Progress Report

2016 Outlook

2016 Outlook

The company entered 2016 with even more solid operating fundamentals than in 2015 and an even stronger balance sheet

- Lectra newly formed sales teams should progressively gain momentum

However, 2016 looks unpredictable once again

- Persistent macroeconomic, geopolitical and monetary uncertainty, together with increased risks, are liable to continue to disrupt the revival of confidence and to weigh heavily on companies' investment decisions
- As in previous years, the main uncertainty concerns the level of orders for new systems sales and corresponding revenues
- Visibility remains limited, calling for continued caution

The company has based its 2016 scenarios on exchange rates at December 31, 2015, notably $1.10/€1

- Translating 2015 results at exchange rates set for 2016 mechanically decreases revenues and operating income by € 1.6 million (to €236.3 million) and €0.3 million (to €31.5 million)
- Despite the positive impact of the $/€ parity ($1.10/€1 for 2016 vs. $1.11/€1 in 2015), the parities set for other currencies more than compensate this impact

In this context, like-for-like, the company's objectives are a growth in revenues of 6% to 12% and a growth of income from operations of 8% to 25%

Upcoming Financial Calendar

Q1 2016 Financial Results	April 28, 2016
Annual Shareholders' Meeting	April 29, 2016
Q2 2016 Financial Results	July 28, 2016
Q3 2016 Financial Results	October 27, 2016
Analyst Conference	October 28, 2016
FY 2016 Financial Results	February 9, 2017
Analyst Conference	February 10, 2017

You are invited to visit Lectra's technology campus

lectra.com