

The LECTRA logo is positioned in the top left corner. It features the word "LECTRA" in a white, sans-serif font. A small red horizontal bar is placed above the letter "E".

LECTRA

The background of the slide is a dark blue gradient with a complex, abstract graphic. This graphic consists of a network of glowing points and lines, forming a large, swirling, circular shape that resembles a DNA helix or a data visualization. The colors of the points and lines range from light blue and purple to bright yellow and orange.

Financial results Q4 & FY 2023

Daniel Harari, *Chairman & CEO*

Olivier du Chesnay, *Chief Financial Officer*

Maximilien Abadie, *Chief Strategy Officer, Chief Product Officer*

- **Key highlights and evolution of Lectra's markets**
- Acquisition of Launchmetrics
- Q4 2023 results
- 2023 results
- Reminder of the Lectra 4.0 strategy
- 2023-2025 strategic roadmap: first progress report
- 2024 and 2025 outlook

Key highlights and evolution of Lectra's market

Decrease in orders for perpetual software licenses, equipment and associated services

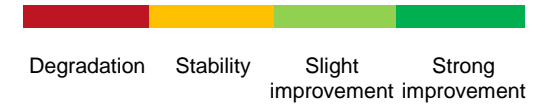
Strong improvement in the fundamentals of the Group's business model

Acceleration in the adoption of software in SaaS mode

Key highlights and evolution of Lectra's market

Persistent challenges in an environment that remains uncertain

Situation at the beginning of 2024 vs 2023



Geopolitical tensions

Decline in global demand

Strong increase in interest rates / heavily reduced access to loans for companies

Persistent high inflation / increase in energy prices

Uncertainty regarding the growth of the world's main economies

Fashion: resilience and uncertainty



Source: McKinsey & Company, December 2023

2023

Weak consumption, persistent inflation and heightened geopolitical tensions

- Growth (mainly related to price increases)

+2% to +4%

of which Luxury +5% to +7%

- Inventory clearance impacting production volumes and margins
- Companies with very different situations depending on the segment and business models

Q4

- Continued growth in the luxury sector, despite Q3 warnings
- Red Sea tensions

2024 outlook

Output growth amid continued uncertainty

- Expected gradual end of overstocking
- Fragile consumer confidence
- Freight pressure impacting deadlines and costs
- Increased sustainability requirements driving further market polarization (winners vs losers)

Key highlights and evolution of Lectra's market

Automotive: back to normal

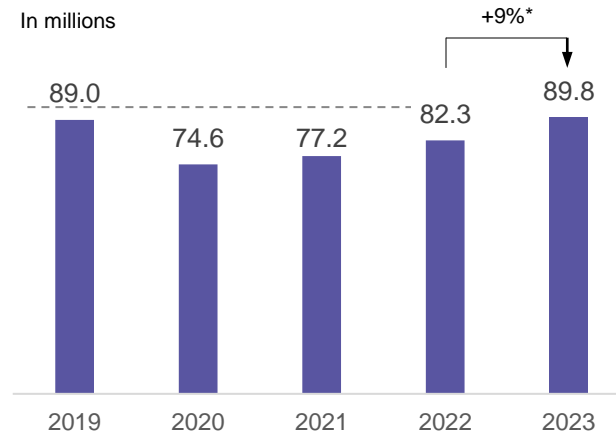


Source: S&P Global, December 2023

2023

Better-than-expected growth

Global production of light vehicles



*Growth expected at +4% in April and +6% at the end of September

Q4

- Rebound in production, mainly driven by China
- Impact of strikes in the United States
- Tensions over certain supplies in Europe

2024 outlook

Stability expected

- Uncertainties in consumer demand, still affected by inflation and credit conditions
- Strong development of electric vehicles, especially in China
- Increased need to create a resilient, circular and sustainable supply chain

Key highlights and evolution of Lectra's market

Furniture: difficult context and lack of visibility



Source: CSIL, June 2023

2023

Weak demand

- Mass market segment affected more than premium and luxury segments
- **China:** after a sharp drop in production in 2022, the slight growth in local consumption was not enough to compensate for the drop in demand from abroad
- **United States:** high inventory levels and bankruptcies of major players
- **Europe:** falling demand, unstable employment, store closures, etc.

Q4

- First signs of a possible end to the crisis in China and the United States

2024 outlook

A situation that is still mixed

- Evolution of processes to favor production on demand
- Lack of visibility on sales levels
- Need for rationalizing the supply chain

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Acquisition of Launchmetrics

Launchmetrics develops and sells an innovative cloud-based SaaS platform, composed of seven modules, dedicated to brand performance, for marketing and communications professionals in the Fashion, Lifestyle and Beauty markets.



~\$45m revenues in 2023, of which \$40+m SaaS

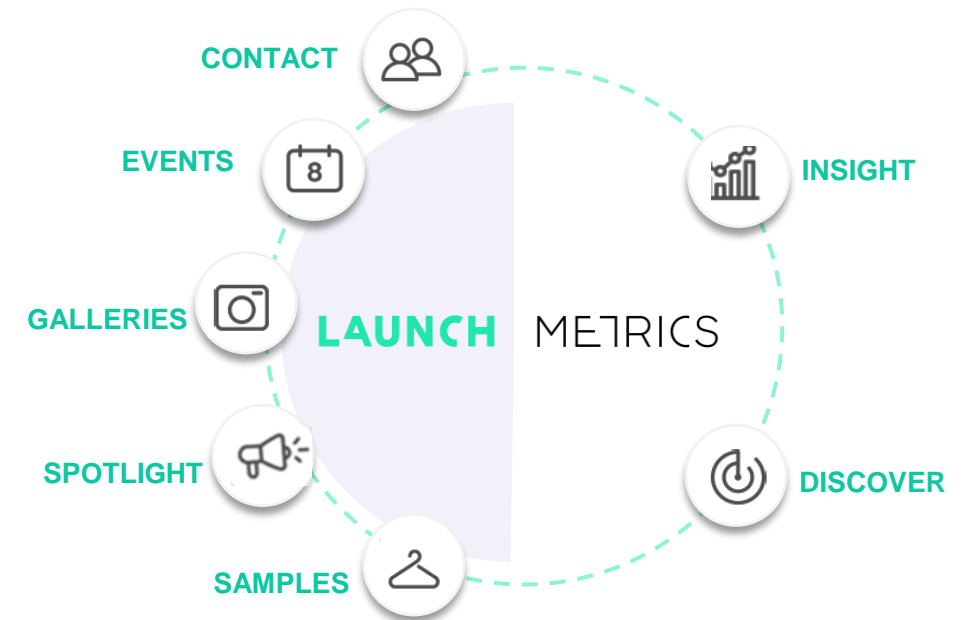
~\$5m adjusted EBITDA in 2023

425 employees

1 700 customers in 20 countries



Acquisition in January 2024 of 50.3% of Launchmetrics for about 85 million dollars, this amount will depend on recurring revenues and EBITDA for 2023. Acquisition of the remaining capital and voting rights is planned in five stages: in 2025, 2026, 2027, 2028 and 2030. Total acquisition price estimated between 200 and 240 million dollars.



Lectra x Launchmetrics synergies

LECTRA

STRENGTH

- **Undisputed technology leadership**
- **Broad portfolio of Industry 4.0 offers**, based on the 4 key technologies: Cloud, IoT, Big Data, Artificial Intelligence
- **Prestigious customers in Fashion**
- **A virtuous business model and strong financial strength**
- **A premium positioning and customers at the heart of the activities**
- **Global presence in +100 countries** reached by a global network of subsidiaries and agents

OPPORTUNITIES

- **Strengthen the Group's position in Fashion** by covering other strategic links in the customer value chain
- **Benefit from the expansion of the customer base** – for cross-sell opportunities and to strengthen relationships with C-levels
- **Combine expertise in technology**, particularly around data and Artificial Intelligence (AI) to drive innovation
- **Enrich the respective offers** with complementary marketing and product data in order to offer customers a unique value proposition
- **Accelerate the transition to SaaS**

LAUNCHMETRICS

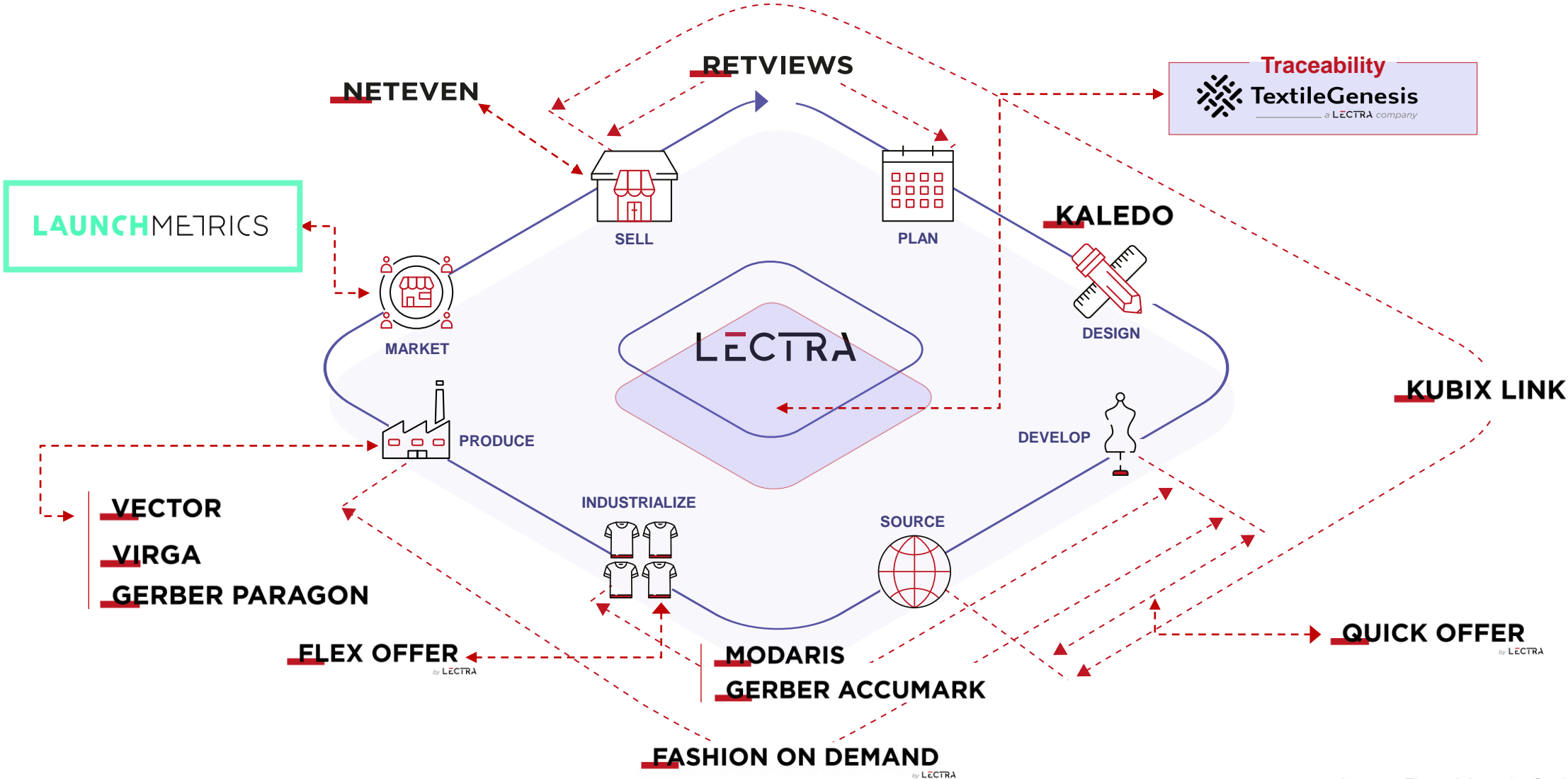
a LECTRA company

STRENGTH

- **Unrivalled mastery of data and strong expertise in AI**
- **Specialized in Fashion, with prestigious customers**
- **Technological know-how and innovation at the heart of the DNA**
- **Premium positioning and customer-centric approach**
- **International and established presence**

Acquisition of Launchmetrics

Lectra has an unmatched offer for the Fashion industry



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Comparisons between 2023 and 2022 are based on 2022 exchange rates unless otherwise stated ("like-for-like").

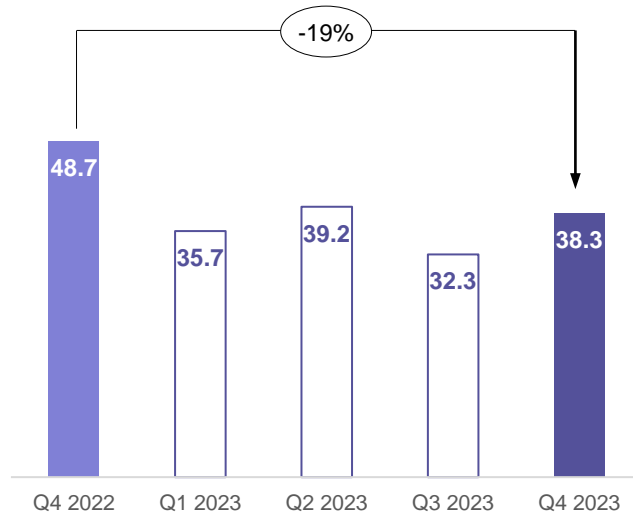
As the impact of the acquisition of TextileGenesis (see press release dated December 8, 2022) on the financial statements for 2023 is not material, like-for-like changes exclude only the variations in exchange rates.

Decrease in orders for perpetual software licenses, equipment and accompanying software, and non-recurring services

Slight decrease in orders for new software subscriptions

Orders for perpetual software licenses, equipment and accompanying software, and non-recurring services

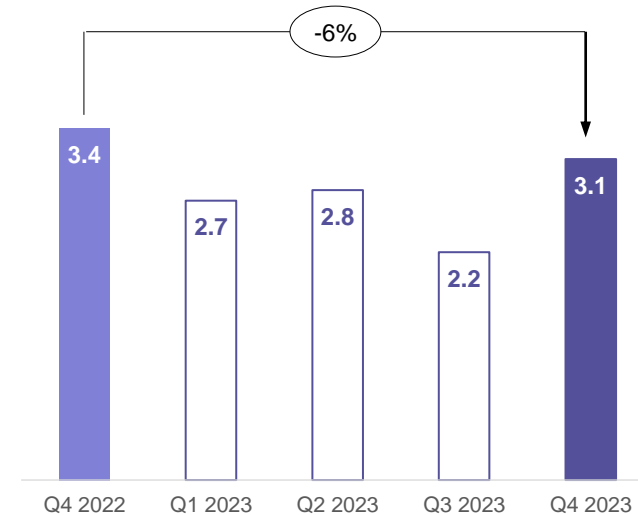
In millions of euros



Orders for the first nine months of the year were down 29%

New software subscription orders

In millions of euros, annual value of new contracts

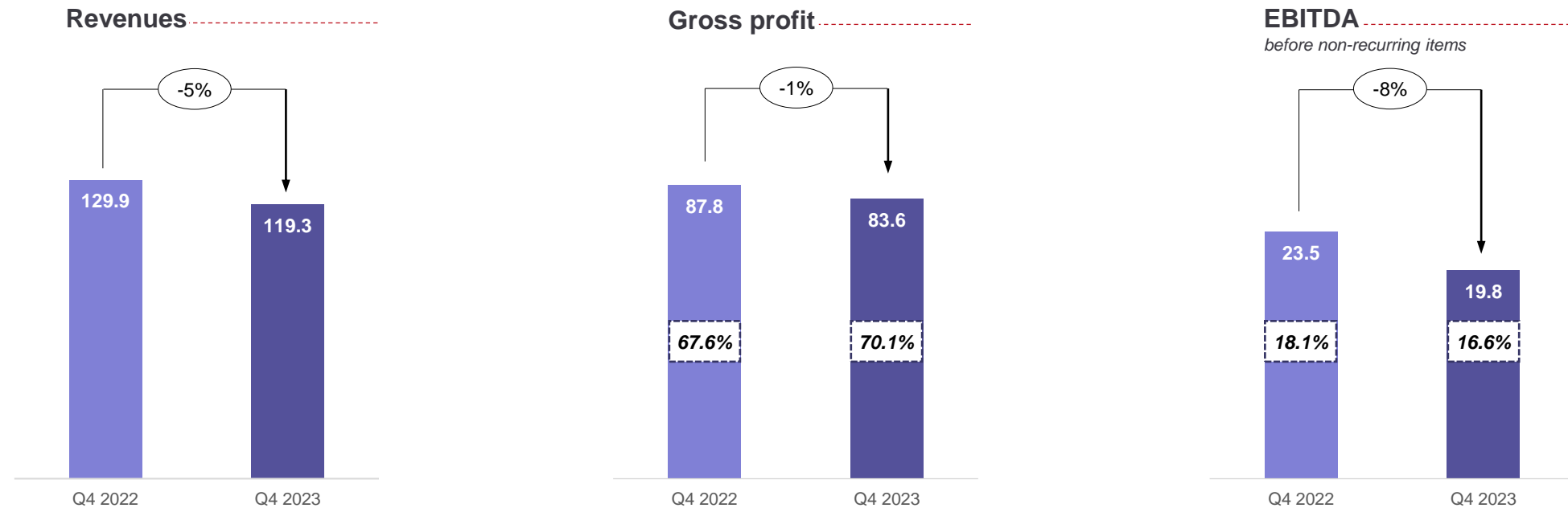


Several exceptionally high value orders were booked in Q4 2022

Q4 2023 results

Contained decline in revenues and EBITDA before non-recurring items

In millions of euros



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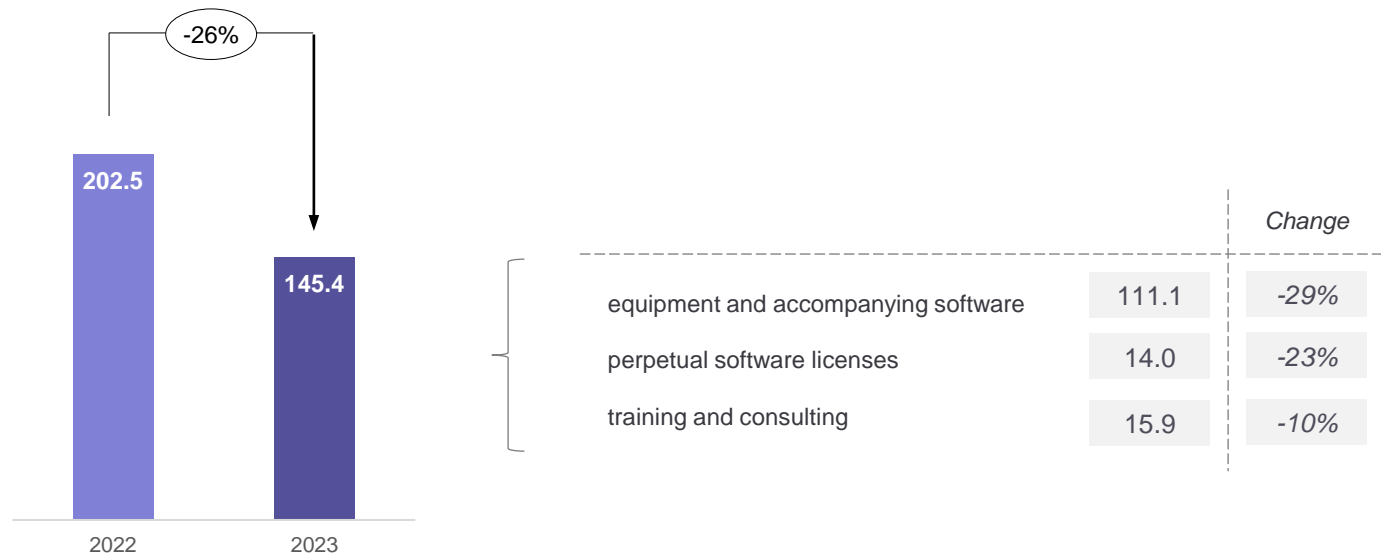
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Decline in orders for perpetual software licenses, equipment and accompanying software, and non-recurring services

Strong growth in orders for new software subscriptions

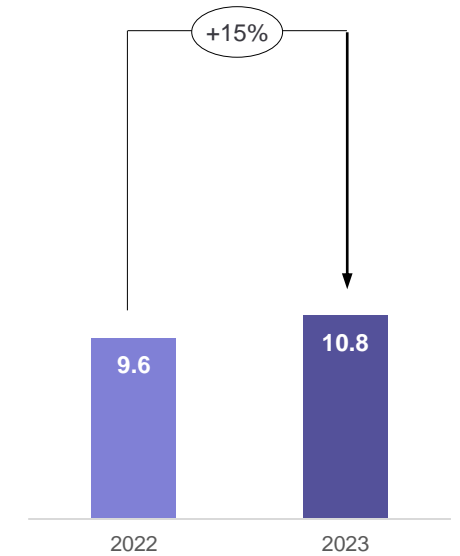
Orders for perpetual software licenses, equipment and accompanying software, and non-recurring services

In millions of euros



New software subscription orders

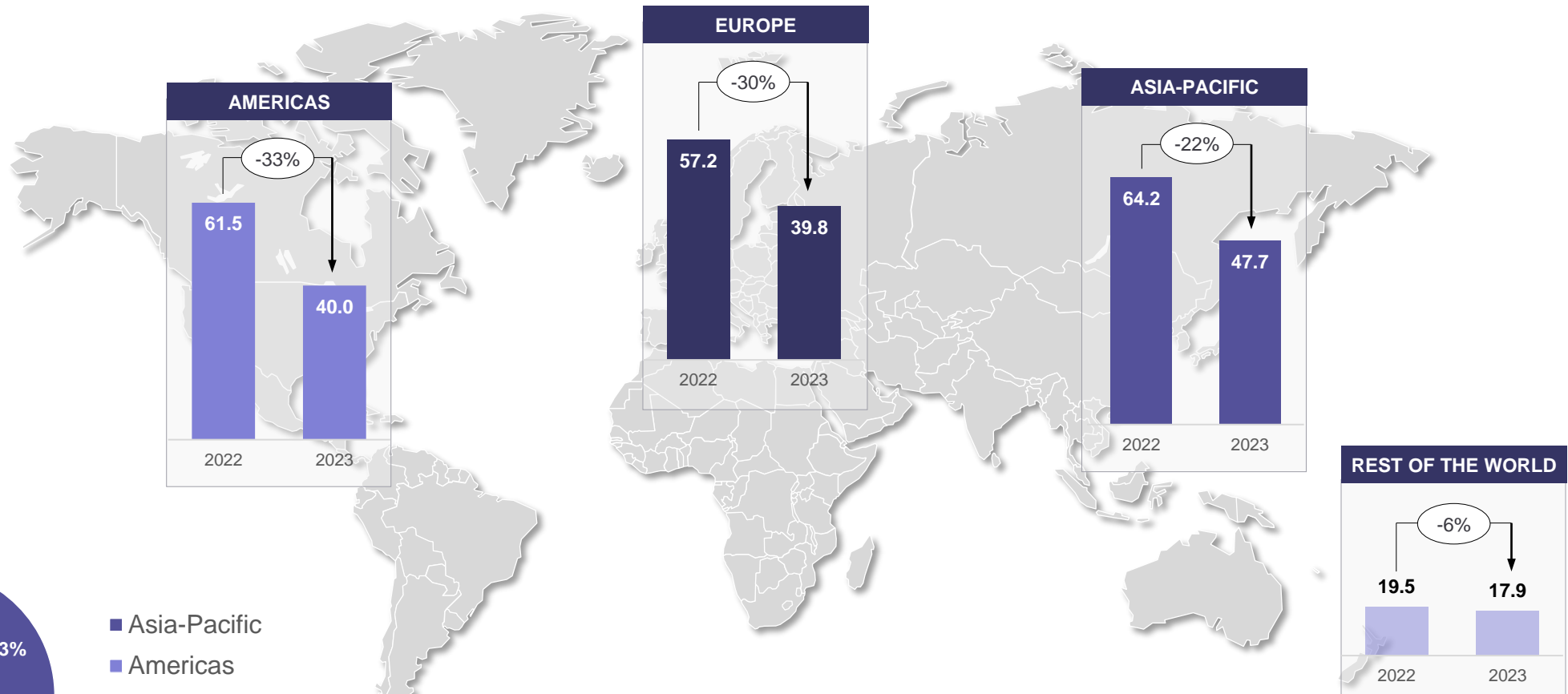
In millions of euros, annual value of new contracts



2023 results

Decrease in orders for perpetual software licenses, equipment and accompanying software, and non-recurring services in all regions

In millions of euros



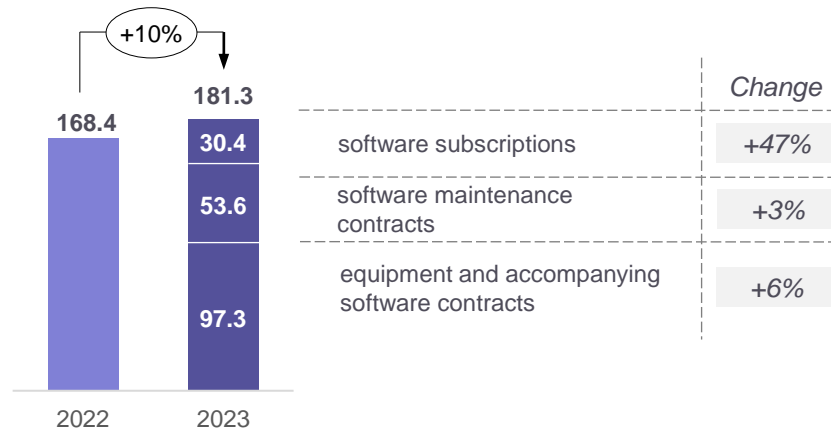
Growth in recurring revenues

Decrease in non-recurring revenues

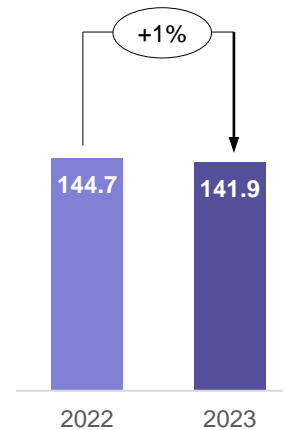
Recurring revenues

In millions of euros

Recurring contracts

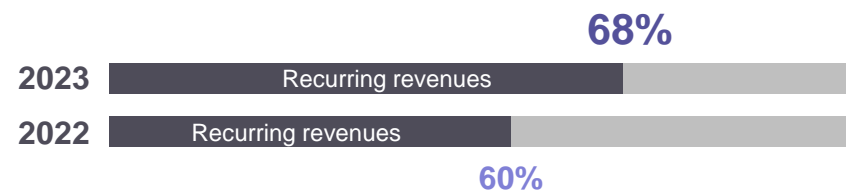
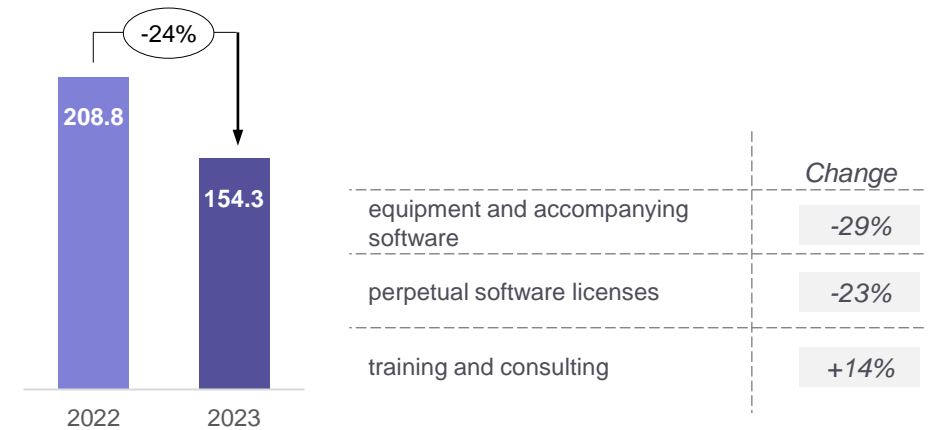


Consumables and parts



Revenues from perpetual software licenses, equipment and accompanying software, and non-recurring services

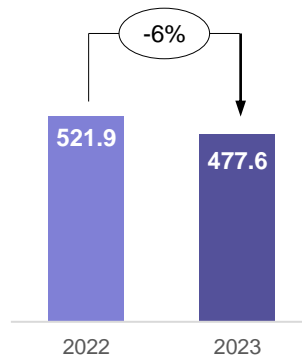
In millions of euros



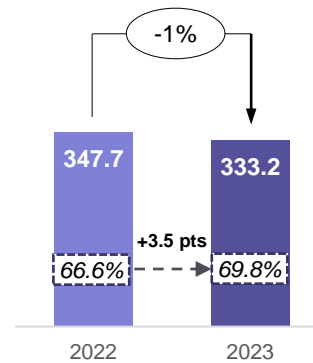
Decline in revenues and EBITDA before non-recurring items

In millions of euros

Revenues

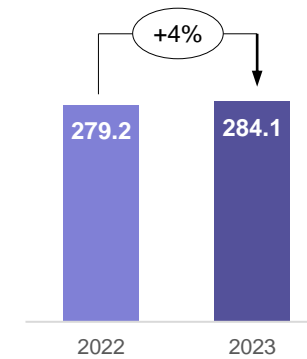


Gross profit



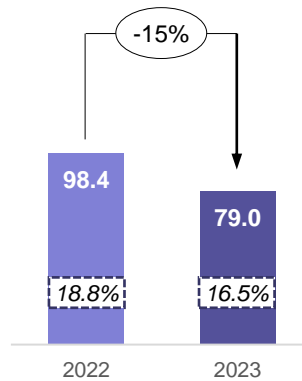
Overhead costs

(fixed and variable)



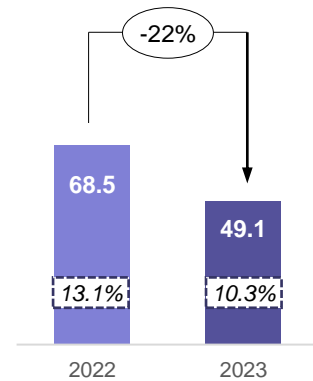
EBITDA

before non-recurring items

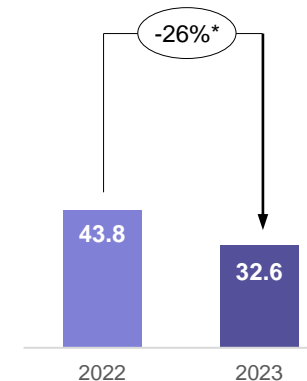


Income from operations

before non-recurring items



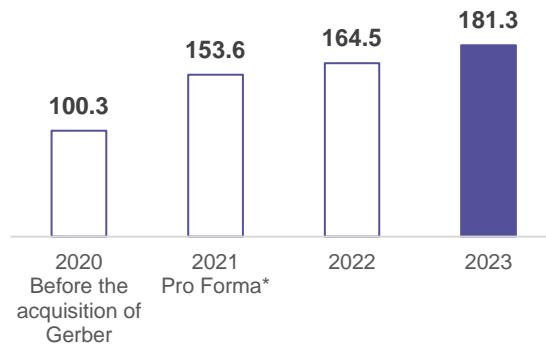
Net income



Improvement in the fundamentals of the Group's business model

Evolution of the recurring contracts revenues

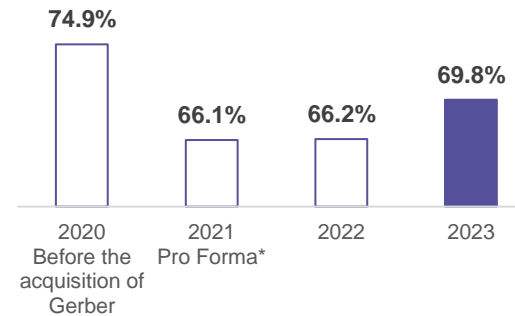
In millions of euros, at 2023 exchange rates (1.08 \$ / 1 €)



The acquisition of Gerber enabled the Group to increase its recurring contract revenues by €53.3m in 2021. Thanks notably to the synergies coming from this acquisition, they then increased by €27.7m (+18%) between 2021 and 2023.

Evolution of the gross profit margin

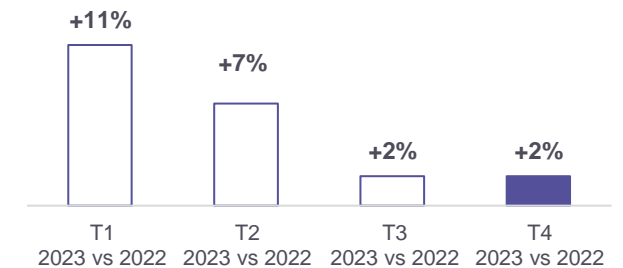
In % of revenues, at 2023 exchange rates (1.08 \$ / 1 €)



Gerber's gross profit margin was significantly lower than Lectra's prior to the acquisition. The overall gross margin increased by 3.7 percentage points between 2021 and 2023, which, compared to 2023 revenues, translates into €18m of additional gross margin.

Evolution of the fixed overhead costs

Like-for-like



The measures taken to reduce certain overhead costs have helped to lower their quarterly growth, relative to 2022, from 11% in Q1 to 2% in Q3 and Q4.

These improvements, many of which can be considered permanent, will have a positive impact on the Group's earnings growth, in addition to the positive impact of the rebound in new system orders.

2023 results

The growth in recurring contracts and the increase in gross profit margins partially compensate the impact of the decrease in new systems revenues and the increase in fixed overhead costs

Evolution of EBITDA *before non-recurring items*

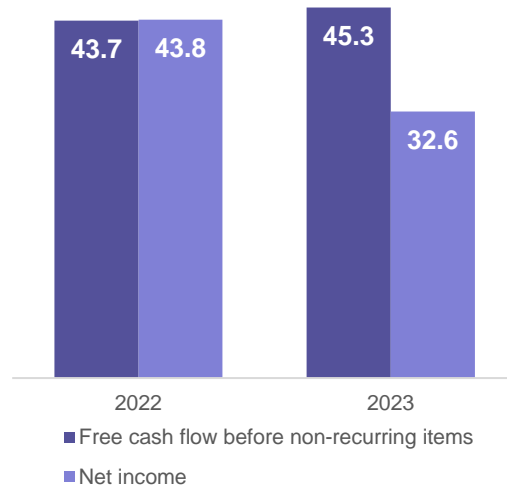
In millions of euros



¹Revenues from perpetual software licenses, equipment and accompanying software, and non-recurring services

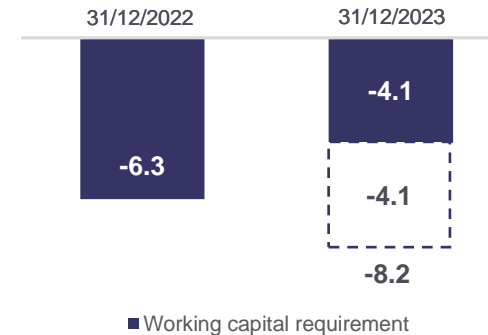
Strong generation of free cash flow, negative working capital requirement

In millions of euros



Free cash flow before non-recurring items totaled €45.3m (€43.7m in 2022). It is €12.7m higher than net income.

After disbursement of €2.9m in respect of non-recurring charges, free cash flow amounted to €42.4m (€40.3m in 2022 after non-recurring disbursements of €3.4m).

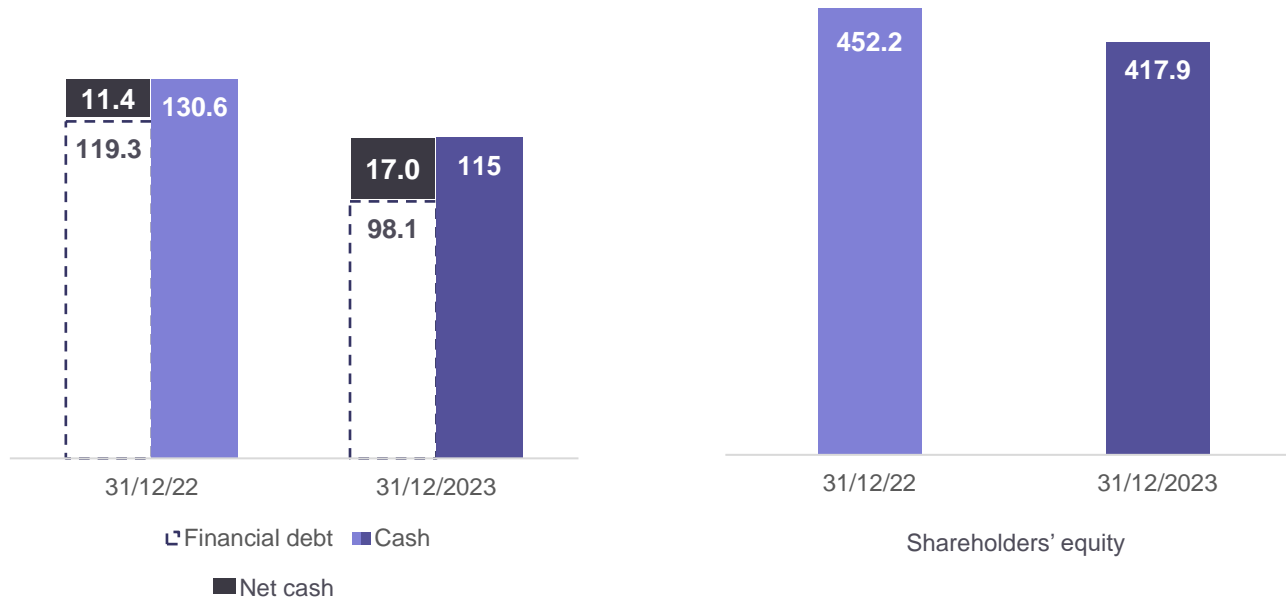


The working capital requirement at December 31, 2023, is negative €8.2m (-€6.3m in 2022) before taking into account the purchase of inventories of the company VDL, in connection with the insourcing of the production in China, for an amount of €4.1m.

A particularly robust balance sheet with a positive net cash position

Balance sheet

In millions of euros



Throughout 2023, the Company paid out:

- €15.2m in respect of the acquisition of the majority of the capital of TextileGenesis ;
- €18.1m in respect of dividends for fiscal year 2022.

Evolution of the share price

AT FEBRUARY 13, 2023

- **Share price:** €31.20
- **Market cap.:** €1,180m
- **Enterprise Value:** €1,163m
- **EV/2023 Revenues:** 2.4x
- **EV/2023 EBITDA*:** 14.7x

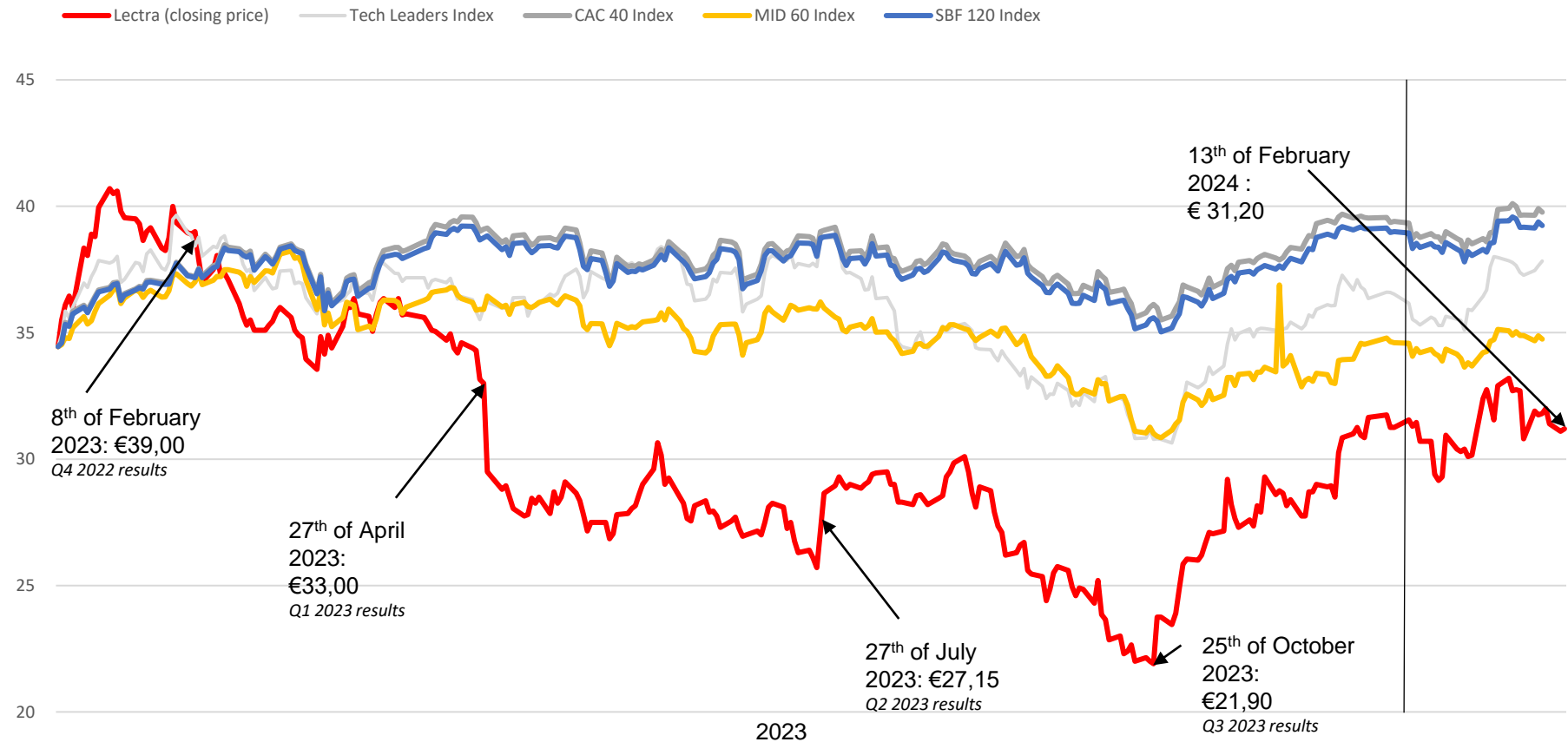
CAPITAL TRADED ON EURONEXT

- **2023:** €179.7m
- **2022:** €207.9m

Volume traded on Euronext represented 35% in 2023 and 29% in 2022 of total volume traded on all trading platforms (source Bloomberg)

Evolution from January 1, 2023 to February 13, 2024

In euros, closing price



*2023 EBITDA before non-recurring items

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Reminder of the Lectra 4.0 strategy

A long term vision

Supported by a long-term vision, launched in 2017, the **Lectra 4.0 strategy** aims to position Lectra as a **key Industry 4.0 player** in its **three strategic market sectors** before 2030.



Premium positioning

Focus on three strategic market sectors

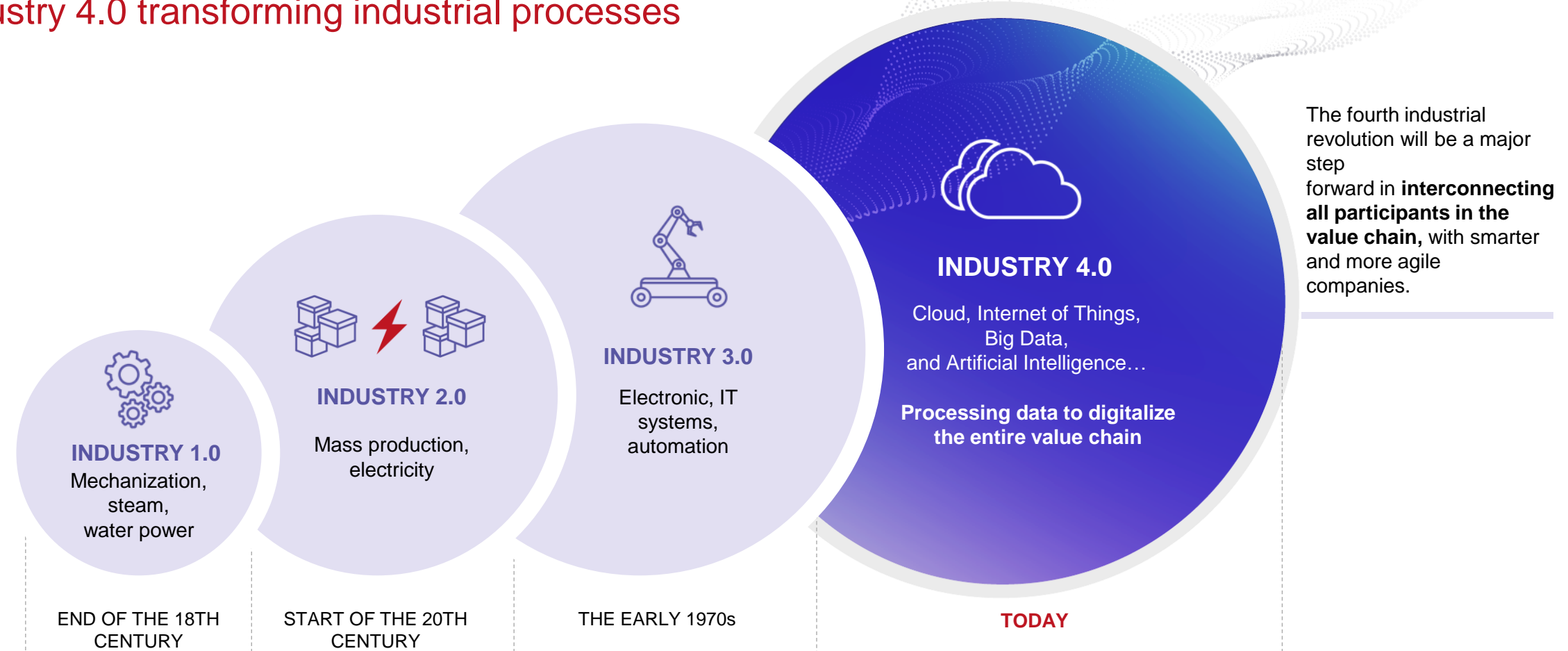
Customers at the heart of the activities

New 4.0 services

A committed CSR policy

Reminder of the Lectra 4.0 strategy

Industry 4.0 transforming industrial processes

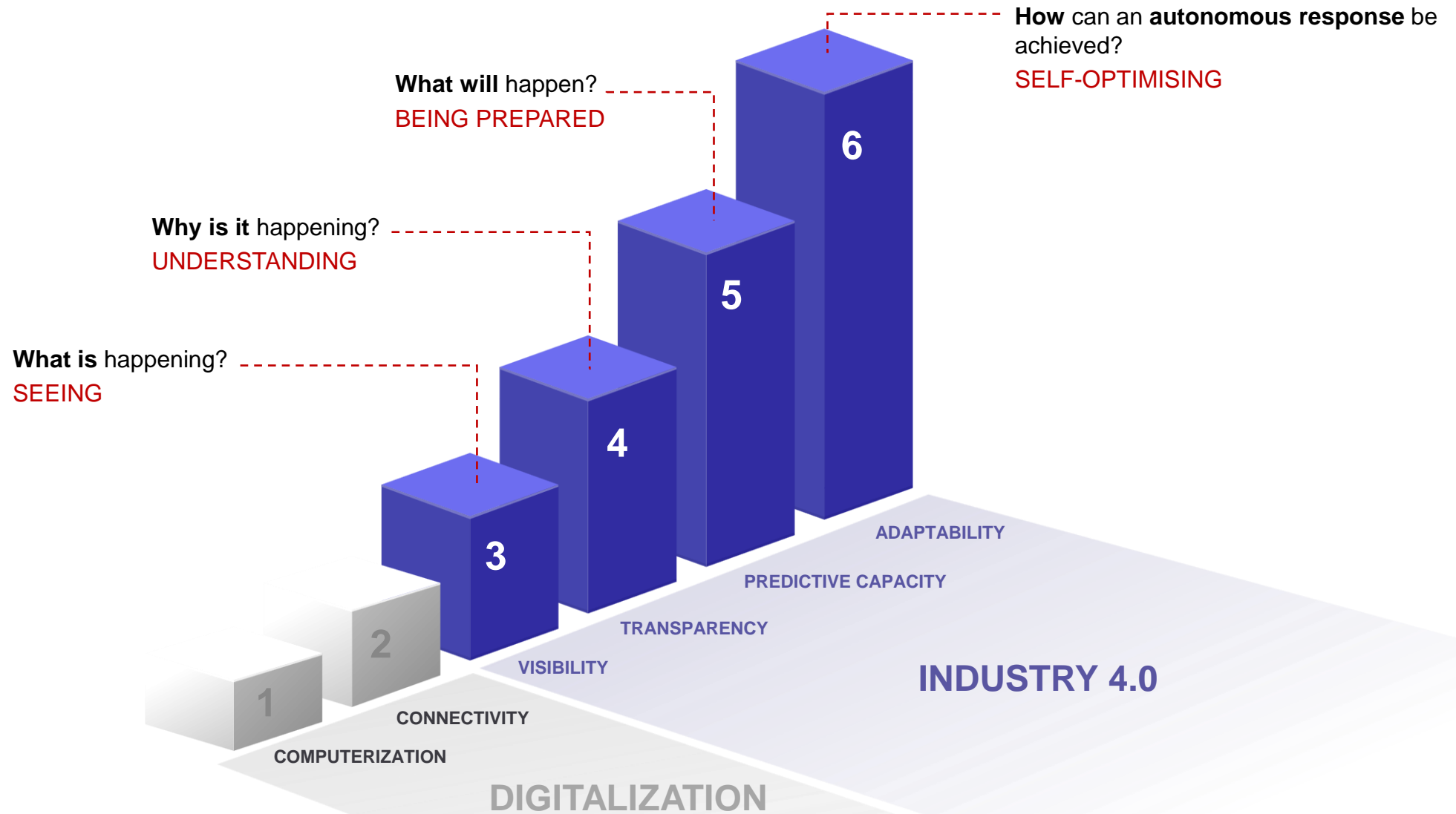


ACCELERATING ADOPTION OF KEY INDUSTRY 4.0 TECHNOLOGIES

The COVID-19 crisis, and its impact on consumer habits and ecosystems, are **accelerating the digitalization of processes in product value chains.**

Reminder of the Lectra 4.0 strategy

Six key steps to exploit the full potential of Industry 4.0



Source: FIR e. V. at RWTH Aachen University

Reminder of the Lectra 4.0 strategy

Industry 4.0 serving Corporate Social Responsibility (CSR)

ECONOMY

- Improve operations
- Optimize product lifespan (e.g. predictive maintenance)
- Increase industrial capacities' efficiency
- Measure industrial performance

Go beyond profit margin optimization by redefining the business model



INDUSTRIE 4.0

Cloud, Internet of Things, Big Data and Artificial Intelligence...

Processing data to digitalize the entire value chain

SOCIAL

- Automate non-value-added tasks
- Improve flexibility and work-life balance
- Reinforce employees' experience thanks to a better work environment
- Facilitate informed decision-making based on Artificial Intelligence

Tools serve people, not the other way around

ENVIRONMENT

- Improve energy productivity
- Reduce environmental footprint (e.g. remote maintenance)
- Limit waste and rubbish
- Optimize the use of natural resources

Match production to demand

Reminder of the Lectra 4.0 strategy

Strong dedication to Corporate Social Responsibility

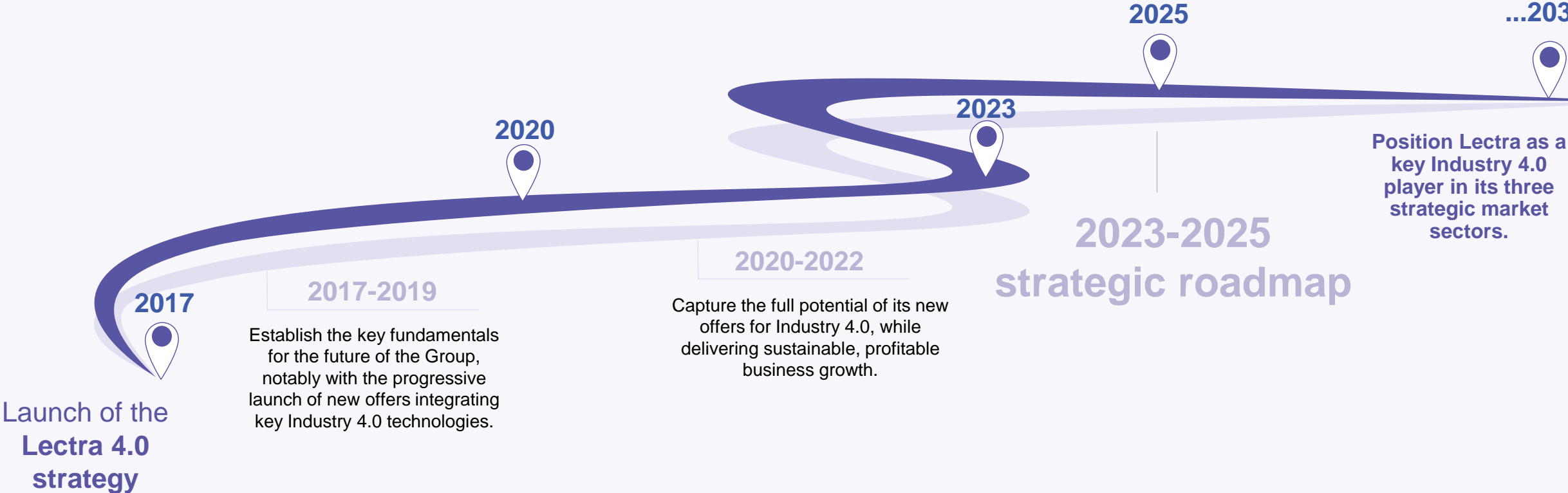
With 12 commitments across five main areas of action, we are demonstrating our commitment to making CSR a central pillar of our strategy. Our ambition is to meet all current and future challenges.



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2023-2025 strategic roadmap: first progress report

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



2023-2025 strategic roadmap: first progress report

Further position Lectra as an Industry 4.0 leader

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



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



SEIZE ACQUISITION
OPPORTUNITIES



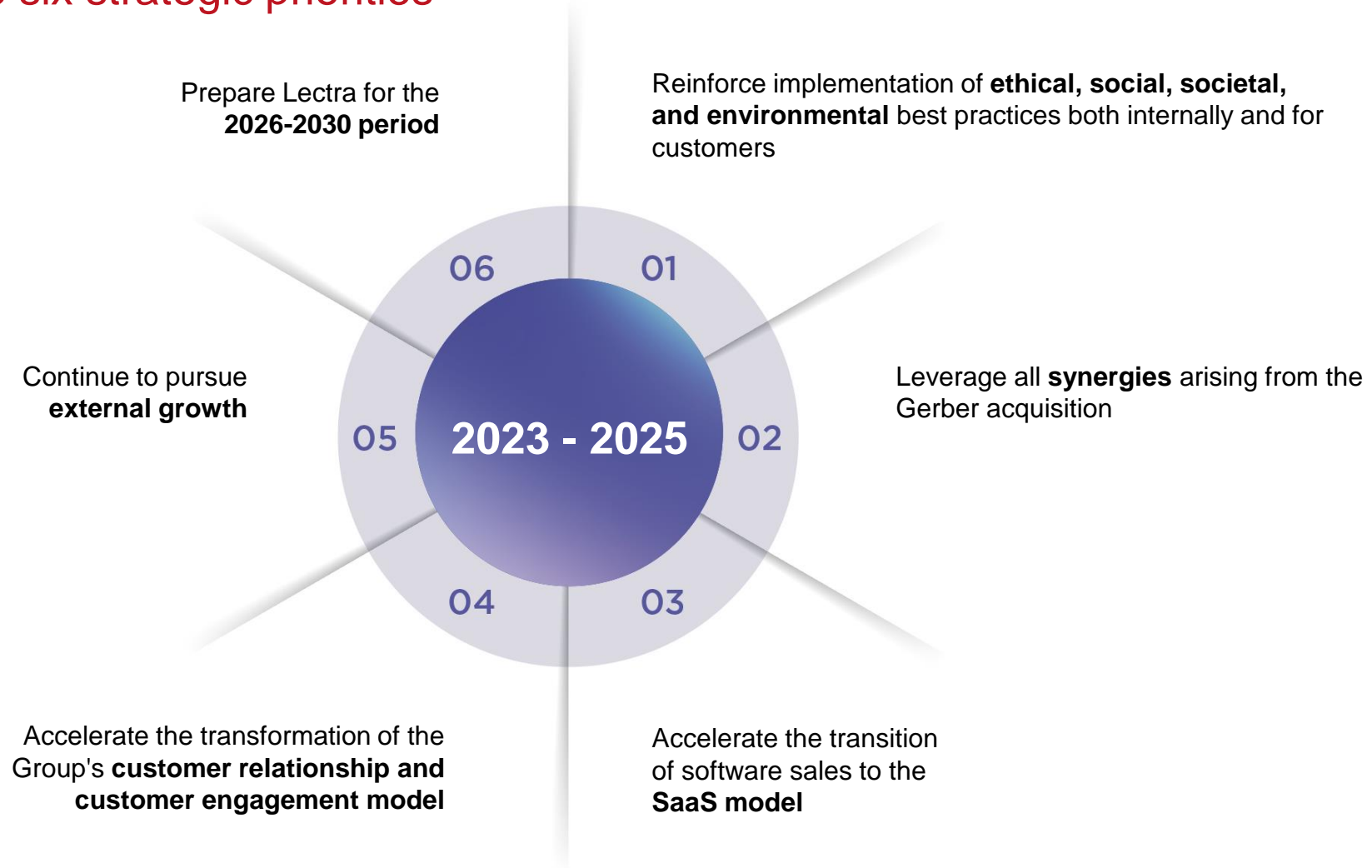
INDUSTRY 4.0

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

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

2023-2025 strategic roadmap: first progress report

Reminder of the six strategic priorities



These six strategic priorities guided the Group's actions carried out in 2023.

2023-2025 strategic roadmap: first progress report

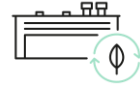
Lectra made progress on almost all of the objectives associated with the 12 commitments divided into five major CSR action areas

01

Reinforce the implementation of CSR best practices



In-depth work to **quantify Lectra's global carbon footprint**



Eco-design training provided to Product & R&D teams



Evolution and harmonization of the company's culture



92+% of industrial purchases are already aligned with the Group's **Responsible Purchasing Charter**



Confirmation of Lectra's desire to **be a major player in decarbonization of its customers' activity**

Acquisition of **TextileGenesis** to address traceability issues in the textile industry

Evolution of offers and services to help customers better measure and reduce their environmental impacts

2023-2025 strategic roadmap: first progress report

Despite the macroeconomic and geopolitical context, the Group was able to leverage many synergies coming from the acquisition of Gerber

02

Leverage synergies coming from the acquisition of Gerber



The adoption by many Gerber customers of a new maintenance contract for equipment and accompanying software in 2023



The optimization of production costs for Gerber-branded equipment and the alignment of commercial practices across the Group

New production site in China

The insourcing of the production in China, previously outsourced, marks a new milestone in the deployment of Lectra's industrial excellence strategy on a global scale: Lectra is the only company in its sector to have three manufacturing sites, in China, the United States and France.

2023-2025 strategic roadmap: first progress report

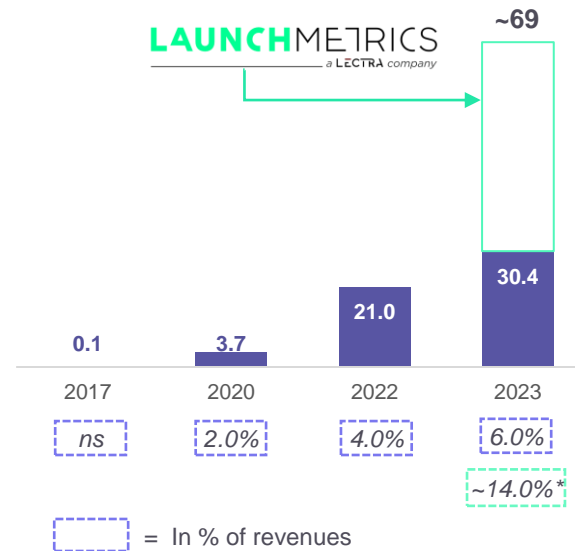
The acceleration of SaaS software sales has once again been confirmed

03

Accelerate software sales in SaaS mode

Revenues from software subscriptions

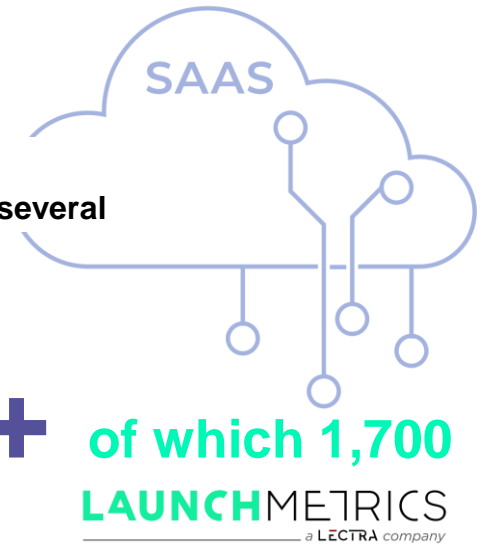
In millions of euros



Customers having subscribed to one or several offers in SaaS mode

2,900+ 31/12/2023
of which **1,700** LAUNCHMETRICS a LECTRA company

1,000+ 31/12/2022



2023-2025 strategic roadmap: first progress report

Lectra's customer relationship and engagement model has continued to evolve

04

Adapt the customer relationship and engagement model

In order to provide even greater support to customers, particularly those who have chosen software sold in SaaS mode, Lectra has continued to enhance its customer relationship and engagement model.

Increase in the number of customer success managers



31/12/17



31/12/22



31/12/23, including

LAUNCHMETRICS
© LECTRA company



Maximize recurring revenues per customer



Drive customer engagement



Increase the market penetration of new offers

The Group has continued to implement its acquisition policy

05

Pursue external growth

Lectra is significantly expanding its activities in the fashion sector and thus strengthening its position as a key player in Industry 4.0.



On January 9, 2023, Lectra acquired the majority of the capital and voting rights of the **Dutch company, TextileGenesis.**

Material traceability



On January 9, 2024, Lectra announced the signing of an agreement to acquire the majority of the capital of the **US-based company, Launchmetrics.**

Brand performance

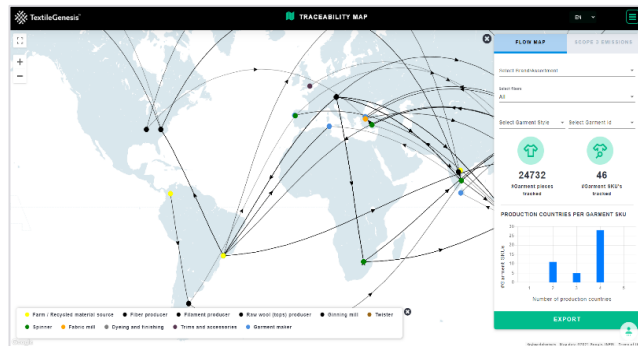
2023-2025 strategic roadmap: first progress report

TextileGenesis' business is growing strongly



87%
of fashion executives believe sustainability regulations will impact their business in 2024
Source: BOF / McKinsey and Company, State of Fashion 2024

TextileGenesis provides a SaaS platform that enables fashion brands and sustainable textile manufacturers to ensure a reliable, secure, and fully digital mapping of their textiles, from the fiber to the consumer, and thereby guarantee their authenticity and origins



Nearly **650 million products** were traced in 2023 on the TextileGenesis platform

New module *Supply Chain Discovery*

Since the end of 2023, TextileGenesis has allowed fashion players to trace the **origin of all the materials they use, sustainable or generic**, from its platform

2023-2025 strategic roadmap: first progress report

The Group maintained its sustained R&D investments

06

Prepare Lectra for post-2025

55.8 million euros in R&D investments in 2023, with particular focus on the development of future offers, while continuing to enrich current offers

H2 2023 / H1 2024

Launch of a new generation of intelligent and connected cutting equipment dedicated to Fashion, Furniture and Automotive

Improve the productivity, flexibility and environmental footprint of the cutting room



VECTOR

11.7%

of revenues invested in R&D in 2023

January 2024

Enrichment of the Furniture On Demand offer with Valia for furniture players

Promote profitable, smarter, more sustainable production, and enable the development of digital skills



VALIA

2023-2025 strategic roadmap: first progress report

The Group's governance has been strengthened

06

Prepare Lectra for
post-2025

Changes in the composition of the Board of Directors



Ross McInnes
Lead Director



Karine Calvet



Pierre-Yves Roussel

New Directors

Changes in the composition of the Executive Committee



Anne Borfiga
General Secretary
CSR referent



Antonella Capelli
Senior Vice President
Sales, EMEA*



Michael Jaïs
CEO Launchmetrics



Frédéric Morel
President,
Asia-Pacific

- Key highlights and evolution of Lectra's markets
- Acquisition of Launchmetrics
- Q4 2023 results
- 2023 results
- Reminder of the Lectra 4.0 strategy
- 2023-2025 strategic roadmap: first progress report
- **2024 and 2025 outlook**

2024 and 2025 outlook

New 2025 financial objectives



2024 objectives	Revenues	2023 Lectra scope ¹ €480m to €530m +2% to +12%	Revenues	Launchmetrics From January 23 to December 31 €42m to €46m
	EBITDA before non-recurring items	€85m to €107m +10% to +40%	EBITDA margin before non-recurring items	15+%

All scenarios were prepared on the basis of the closing exchange rates on December 29, 2023, particularly \$1,10 / €1.

Quarterly results

Analyst conference

Annual Shareholders' Meeting

T1 April 24, 2024

October 31, 2024

April 26, 2024

T2 July 25, 2024

T3 October 30, 2024

T4 February 12, 2025

LECTRA

We pioneer. You lead.