A family-owned company with a mid-term vision

SHAREHOLDERS

70% BEDOUIN Family
25% Public
4% Treasury shares
1% Employee ownership

1/3 of employee shareholders, 2/3 in France

Vincent BEDOUIN
Chairman and CEO

Nicolas BEDOUIN
COO & EVP Finance

BEDOUIN Family
25%
Public
4%
Treasury shares
1%
Employee ownership
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05 LEADERSHIP 2025 - Key takeaways

06 Q&A
SHORT PRESENTATION

AT THE HEART OF LACROIX
At LACROIX, we believe technology should contribute to simple, safer and sustainable environments.

Since 2015, we focus our energy only on markets with high societal and environmental stakes.
An international, industrial and innovative technological equipment provider

€441M * revenue
of which 60% out of France
* Proforma revenue Jan-Dec 2020

~4,000 employees in 10 countries

A renowned actor
in innovation and industry

10 R&D centers
10 industrial sites

EMPLANTATIONS

NAFTA
USA ; MEXICO

EMEA :
FRANCE (1,233 emp.) ; SPAIN (95 emp.) ;
GERMANY (220 emp.) ; ITALY (8 emp.) ;
POLAND (1,946 emp.) ; BELGIUM (13 emp.) ;
TUNISIA (707 emp.) ; MOROCCO

APAC :
SINGAPORE ; CHINA

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Our ambition: Become a leader of professional connected equipment (IIoT)

MARKET POSITIONING

For industrial customers
- Embedded and connected electronics for the industry

For street and road infrastructure operators
- Equipments for smart road infrastructure management

For utilities infrastructure operators
- Equipments for water and energy infrastructure management

EXPERTISE

Electronics activity
- Connected devices - IIoT
- Smart sensors & actuators
- Smart power
- LED lighting
- Device management & cybersecurity

City activity
- Public lighting
- Traffic management
- Traffic signs
- V2X

Environment activity
- Clean water and wastewater
- Smart grids
- HVAC

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A complementary positioning on dynamic markets

**1 engine**

€275m *

3,300
8 sites

Design, industrialization and manufacturing expertise

**2 accelerators**

€166m *

900
11 sites

Deep understanding of our customers’ applications

* Proforma revenue Jan-Dec 2020 (total €441m)
One group harvesting natural synergies between its activities

CRITICAL SIZE & FINANCIAL HEALTH

CONVERGING WORLD CLASS CUSTOMERS AND PARTNERS BASE

ROBUSTNESS OF OUR END-TO-END SOLUTIONS

DEEP COMPLEMENTARY TECH EXPERTISE
LOOKING BACK AT
AMBITION 2020

2016 – 2020
We’ve achieved profitable growth over the last 5 years, excluding COVID.
Supported by acquisitions reinforcing our positioning of technological leader

**SOGEKI**
- Leader in connectivity solutions for street lighting
- €17m TO (2020)

**DSTA**
- Leader in dynamic traffic signs
- €6m TO (2020)

**Neavia**
- Leader in V2X (« Vehicle-to- X = Road infrastructure or Automobile ») solutions
- €2m TO (2020)

**Smartnodes**
- Start-up focusing on connected street lighting
- €1m TO (2020)

**Firstronic**
- 12.5% shares acquisition
- Independent EMS (Electronics Manufacturing Services) with assets in the USA and Mexico
- $85m TO (2020)

**SAE-IT Systems**
- Leader in remote control solutions for smart grid
- €22m TO (2020)

**eSoftThings**
- Leader in software design, IoT solutions, Acoustic, Artificial Intelligence and ADAS (Autonomous Driving Assistance Systems)
- €4m TO (2020)
While preserving a healthy financial balance

- A gearing ratio maintained below 0.54 over 2015 – 2020 despite multiple acquisitions
- A steady increase in own funds since 2016

Own funds, €M

- 2015: €99M 0.33
- 2016: €86M 0.40
- 2017: €94M 0.32
- 2018: €100M 0.34
- 2019: €103M 0.54
- 2020: €108M 0.29

Gearing ratio

- €11m of dividend paid over 2015 - 2020
While preserving and nurturing human capital

SUCCESS OF THE FIRST EMPLOYEE SHARE OWNERSHIP PLAN

- **37%**
  - 40,000 shares from treasury (1%)
  - 37% participation rate of total eligible staff, 66% in France and 46% in Germany

INTERNAL SATISFACTION SURVEY

- **72%**
  - From 69% in 2016 to 72% in 2020
  - Strong confidence in LACROIX strategy among employees

AMBITIOUS PLAN TO STRENGTHEN AND TRAIN MANAGEMENT

- Top management reinforcement: new recruitments representing 43% out of 150 managers
- Internal MBA, middle management program, technical ladders...

MASSIVE EMPLOYEE ONBOARDING

* Gaia Rating, Ethifinance's ESG rating agency, conducts an annual data collection campaign covering most of the 230 SMEs listed in France.*
Profitable growth and resilience in IoT & Electronics

#1 COMMERCIAL STRATEGY COMBINING RECURRENCE & CONQUEST (1/2)

**DEVELOPMENT**
- Serving existing needs
- Increase of growth drivers
- Increase in project size

**CONQUEST**
- Gaining new customers / business
- Growing international footprint

**Focus on strategic customers, 60% of revenue**
- Leaders in markets that they often outperform
- Growing need for innovation over long sales cycles
- Developing a mature strategy with their ecosystem & key partners

⇒ Greatest potential for development in the short and medium term
#1 COMMERCIAL STRATEGY COMBINING RECURRENCE & CONQUEST (2/2)

## Profitable growth and resilience in IoT & Electronics

### AN IDEAL SHARE OF ACTIVITY 2020 TURNOVER WITH TOP 15 ACCOUNTS, %

<table>
<thead>
<tr>
<th>Electronics</th>
<th>City</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Others</strong></td>
<td>100%</td>
<td><strong>Others</strong></td>
</tr>
<tr>
<td><strong>Top 15</strong></td>
<td>73%</td>
<td><strong>Top 15</strong></td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td>100%</td>
<td><strong>Others</strong></td>
</tr>
<tr>
<td><strong>Top 15</strong></td>
<td>14%</td>
<td><strong>Top 15</strong></td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td>100%</td>
<td><strong>Others</strong></td>
</tr>
<tr>
<td><strong>Top 15</strong></td>
<td>48%</td>
<td><strong>Top 15</strong></td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td>52%</td>
<td><strong>Others</strong></td>
</tr>
</tbody>
</table>

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Profitable growth and resilience in IoT & Electronics

#2 AN INCREASING SHARE OF SMART & CONNECTED OFFERS AND IP

Turnover, €m

- 2016: 428
- 2017: 441
- 2018: 468
- 2019: 482
- 2020 (ISM): 566

2016 – 2019 CAGR, %

- 2016: 245
- 2017: 185
- 2018: 177
- 2019: 177
- 2020: 271

Products with LACROIX design

Products with customer design

Reinforced MARKETING and R&D teams

In 2020
- 36 product managers
- 191 R&D FTE

Change Vs. 2016
- x 3
- x 2.3

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LEADERSHIP 2025

2020

€441m in revenue
5.9% EBITDA

An international, industrial and innovative technological equipment manufacturer

2025

€800m in revenue
~9% EBITDA

A global leader in industrial IoT solutions and electronic equipment for critical applications
Our mission is a strong guideline

Enable our customers to build & manage smarter life ecosystems thanks to useful, robust & secured connected technologies
Industrial IoT will be the main driver for smart applications

**GLOBAL BOOM OF IOT MARKET**

Number of global active Connections (installed base) in Bn

- **Non IoT** includes all mobile phones, tablets, PC and landlines
- **IoT** includes all B2C and B2B connected devices

**COVID impact:** Slight short-term slowdown in investments

- Powerful long-term accelerator in IoT use cases:
  - Remote access
  - Touchless applications
  - Connecting previously unconnected assets

**Positive growth outlook in our focus markets (CAGR 19-25)**

- +27% Shared mobility
- +13% Traffic management
- +13% Smart lighting
- +11% Smart grid & renewable energies
- +10% Water distribution networks

Source: IoT Analytics Q4 2020
Technological & societal trends driving smart applications growth in our markets

01 ACCELERATED DIGITALISATION
Massive deployment of sensors and electronic functions in all sectors of activity.

02 NEW USES: SMART MOBILITIES, GRIDS, ...
Leading to increased requirement for electronics, networking and data.

03 ENVIRONMENTAL PRESSURE
Rising resource costs and growing awareness of environmental issues.

04 REGULATORY FRAMEWORK
Stricter, particularly as regards environmental issues, which favours the development of smart solutions.

05 RENEWAL OF AGEING INFRASTRUCTURES
With the integration of new connected technologies.

06 NEED FOR ROBUSTNESS
Growing demand for cyber-secured industrial solutions for large-scale deployments.

07 TECHNOLOGICAL MATURITY
Increased maturity of connected technologies and reduction in associated costs.

08 CRITICAL SIZE THAT FAVOURS INVESTMENT
Pooling of local authority missions or privatization of infrastructure managers who deploy standardized equipment.

09 PRIORITY TO FRENCH / EUROPEAN INDUSTRIAL RELOCATION
Political awareness and sovereignty stakes in the electronics industry.
Leadership 2025 for Electronics

MAJOR ELECTRONIC GROWTH DRIVERS IN OUR FOCUS MARKETS

Automotive
- Electrification
- Connected cars
- Assisted / autonomous driving

Home & building
- Interoperability of home equipment
- Active environmental performance
- New home functionalities

Industry
- Digitalization & real time monitoring
- Predictive maintenance
- Reduced CO2 emissions
- Power efficiency

Industrial IoT
- Focus on Industry 4.0, Smart Cities, Smart Utilities and Smart Agriculture

Defense
- Strategic national projects
- Cyber defense

Avionics
- Aircraft performance
- Reduced environmental footprint

Fastest-growing segments
Leadership 2025 for Electronics

SIGNIFICANT IMPROVEMENTS BOTH IN REVENUE GROWTH AND PROFITABILITY

3-4% CAGR 19-25
Organic revenue

- Driven by international growth, staying focused on our core markets
- Including cleaning of our customer base to focus on profitable business

> 6% EBITDA Margin 2025
Including external growth

- Increasing share of LACROIX design, either for own product development (IIoT) or on behalf of customers, both driving higher margins
- Higher competitiveness of our manufacturing sites driven by Industry 4.0
Leadership 2025 for City and Environment

MAJOR GROWTH DRIVERS IN OUR FOCUS MARKETS

Traffic management • Detection segment

Public Lighting • Switch to LED
• Remote control
• Box junctions
• Connected highways
• Public Transport

V2X

Traffic signs • Dynamic signage

Water • International growth with new platform

HVAC (Heating networks) • HVAC development

Smart Grid • Renewable energies
• Regulation

Fastest-growing segments

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Leadership 2025 for City and Environment

PROFITABLE GROWTH THROUGH NEW PRODUCTS

5-7%
CAGR 19-25
Organic revenue

- Driven by **international growth** and smart offers (with double-digit growth)
- Despite **stable signage market**

> 8%
EBITDA Margin 2025
Including external growth

- Return to **normative EBITDA levels**
- Driven by smart offers and connected products

8-10%
CAGR 19-25
Organic revenue

- Driven by **international growth**
- Enabled by **indirect sales**

> 20%
EBITDA Margin 2025
Including external growth

- Maintaining **very high profitability levels**

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LEADERSHIP 2025

5 STRATEGIC PILLARS TO SUPPORT OUR AMBITION
1 – Develop our technological leadership

**STRENGTHENING LACROIX INNOVATION AND R&D CAPABILITIES**

- Technological synergies & mutualized platforms
- Specific applications per segment
- Stepping up of IP management & funding from collaborative projects
- Mobilizing all domains of expertise around 3 KEY PROGRAMS

**EDGE/CLOUD**
computing platforms

**LOW POWER**
computing platforms

**CONNECTED & CYBER-SECURED**
connected platforms

**2025**

>50% Revenue from new products*  

+60% R&D engineers  

x2 R&D investments  

20 Patents per year  
(Top 10 French SMEs)

**LEVERAGING STRONG PARTNERSHIPS TO ACCELERATE ACCESS TO TECHNOLOGY**

- orange
- Amazon
- STmicroelectronics
- Renesas
- Huawei
- Microsoft

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2 – Accelerate our Industry 4.0 leadership

• Continuous performance improvement through:
  • Increased robotization & digitalization of operational flows and data exchange with stakeholders
  • State-of-the art communication, data systems and artificial intelligence

• Serving clear objectives:
  • Lower production costs, maximized efficiency and flexibility
  • Exceptional customer journey

• Lean philosophy & manufacturing sites close to end markets
• Optimization of global supply chain
• Maximized industrial synergies developed between activities

100% of our industrial sites with a leading position in Industry 4.0 by 2025

1st 4.0 grade electronic plant in France (end 2021)
### 3 - Leverage strategic geographical positions

<table>
<thead>
<tr>
<th>3 Domestic Markets</th>
<th>With Extensive Local Footprint</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FRANCE</strong></td>
<td>Leader</td>
</tr>
<tr>
<td><strong>DACH</strong></td>
<td>Established player</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>New market</td>
</tr>
</tbody>
</table>

- Local development of our 3 activities on largest (potential) markets
- Active local presence & ecosystem participation and communication

### A Combination of Subsidiaries & a Network of Distributors

- Sales and technical support teams to boost and sustain business locally and/or regionally
- A global network of qualified local distributors & integrators

### Complementary Industrial Footprints

(in addition to plants in Domestic zones)

- Production on 4 continents for an optimal trade-off between «competitiveness» and continental «supply chains»

<table>
<thead>
<tr>
<th></th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue our of France</td>
<td>&gt;70%, ~60% in 2020</td>
</tr>
<tr>
<td>Revenue in Germany &amp; USA</td>
<td>&gt;30%, ~9% in 2020</td>
</tr>
</tbody>
</table>
4 – Boost all 3 activities through significative M&A

**INVESTMENT CRITERIA**

- **Reinforcing international presence of existing business**
  - Consolidate our leadership
  - Accelerate market penetration

- **Focus on our niche segments or complementary markets**
  - Stay focused on our strategic domains

- **Adding value-added technological bricks or solutions**
  - Expanding our “smart” offers

The new maturity phase of our markets leads to a consolidation of the players and brings numerous acquisition opportunities
5 - Prepare the move from equipment to end-to-end solution provider

Common technological bricks

- Alarms
- Connectivity
- Predictive
- Platform
- User mgt
- Analytics
- Device mgt
- COM Protocol
- Bus/Ethernet
- 5G Lora NB-IoT
- BT/wifi
- AI
- Processing
- Power mgt
- Sensors
- Visualization
- API
- IA
- Device mgt

End-to-end Solutions to address specific applications

- **OBJECTIFS**
  - Increase overall profitability by selling higher value-add products & solutions
  - Start to generate recurring revenues through additional or new services

LACROIX

LX Connect web platform

OPERATORS

- Smart Data
- Open API

Smart City Platforms

- Smart grids
- Smart grids
- Drinking and wastewater
- HVAC management
- Value-added services
- Citizens
- Cities
- Other players

USERS

- variable message signs
- connected vehicles
- traffic light controller
- streetlighting control stations
- radar speed signs

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5 pillars supporting a powerful ambition

“Become a global leader...

...in industrial IoT and electronic equipment...

...for critical applications”
LEADERSHIP 2025

KEY TAKEAWAYS
What makes LACROIX unique and with an ideal profile to become a leader

- More dedicated to our niche markets than the global players
- More global than the small players specialized in a single segment
- Right-sized: critical enough to stay at the edge of technology and pioneer Industry 4.0 investments
- An attractive and reassuring profile for our clients or strategic partners that we will not compete with.
The path to Leadership 2025

Revenue (€m)

- **2020 Pf 12m**: 441
- **2021B**: ~500
- **2025P**: ~800

- **Return to normative levels**: 5.9%
- **Smart offers**: >6.5%
- **International expansion**: ~9%
- **Portfolio rebalancing**: ~9%
- **M&A**: ~9%

**Contribution ranked by order of importance**

- **1. Smart offers**
- **2. International expansion**
- **3. Portfolio rebalancing**

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LACROIX in 2025 – Key figures

- **€800m** Revenue
- **~9%** EBITDA Margin
- **<0.8** Gearing ratio
- **>70%** Revenue out of France
- **>5%** Share of revenue invested in R&D
- **>75%** Internal satisfaction
- **~30%** Profits distributed